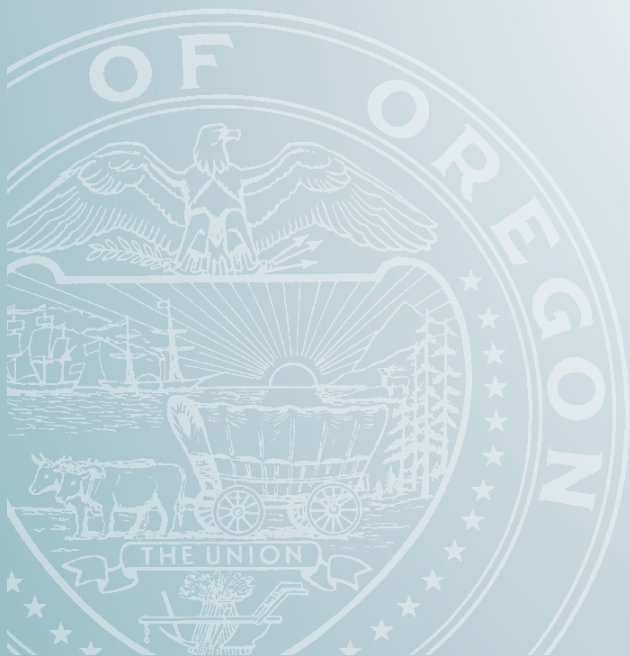


Affirmative Action Plan 2025-2027



CONTENTS

Director’s Letter	1
Agency Overview	2
Vision and Mission	3
Values, Operating Principles, and Strategic Goals.....	3
Key Affirmative Action Contacts:.....	4
Organizational Chart.....	5
Roles for Implementation of Affirmative Action Plan.....	5
Roles and Responsibilities	5
Accountability Mechanisms	6
Executive Staff.....	6
Management Staff.....	7
Other Staff	7
Affirmative Action Progress Report for July 1, 2023 – June 30, 2025	8
Progress Toward Strategies and Goals	8
Alignment with Strategic Plan	19
Leadership Evaluation Report	19
July 1, 2022 – June 30, 2024.....	21
Progress Made or Lost Since Last Biennium: Demographics Analysis.....	21
July 1, 2025 – June 30, 2027	24
Affirmative Action Plan Goals.....	24
Complaint Options	29
Succession Plan.....	32
Contracting (ORS 659A.015)	32
Appendix A - State Policy Documentation	33
Appendix B – Federal Documentation	34

Appendix C – Agency Documentation.....	35
Policy Links	35
Affirmative Action Policy Statement.....	35
Agency Diversity and Inclusion Statement	36
Required Training, Education, and Development Activities	37
Equity and Inclusion Recruitment Question Guide for Managers	40
Adding Equity and Inclusion into Managers’ Performance, Accountability, and Feedback (PAF) Plans	46
Samples of Director’s Messages	53
Samples of Newsletters.....	69
Complaints Flowchart.....	87
Equity and Inclusion Council Charter	88
Equity and Inclusion Council Membership Participation Agreement.....	92
Appendix E – Report Tables	94



Oregon

Tina Kotek, Governor

Employment Department

875 Union Street NE

Salem, Oregon 97311

503-947-1394

employment.oregon.gov



July 8, 2024

I am proud to share the Oregon Employment Department's Affirmative Action Plan for the 2025-2027 biennium. We created our plan to specifically align with our Strategic Plan and our Diversity, Equity, and Inclusion Plan, as well as to celebrate our collective diversity and passion for prosperity in each of Oregon's communities, and to dismantle barriers such as structural racism, sexism, and ableism.

In the past biennium, we focused on building our capacity and creating tools for promoting equity and accessibility. This biennium, our primary focus is leveraging these new resources to work towards our goals and measure progress. Our plan includes a wide range of specific strategies to address our goals, including policy frameworks, recruitment processes, trainings, events, employee resource groups, and more. Every employee has a role to play in helping us achieve our goals, including our leadership teams who have specific performance measures for promoting affirmative action and diversity, equity, and inclusion.

I want to extend my deepest thanks to our employees, who show up every day to help us achieve our vision of an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential and create prosperity in every community. Your collective dedication to respect, integrity, and community is why I know we can achieve our affirmative action goals. Together, we will break down barriers and build connections throughout our agency, and throughout the state.

Sincerely,

David Gerstenfeld
Agency Director

Agency Overview

The Oregon Employment Department (OED) is made up of roughly 1,800 employees who oversee programs that support businesses and promote employment. OED strives to create thriving communities and economic resilience across Oregon by empowering a skilled and supported workforce that meets the needs of current and emerging businesses.

Workforce Operations is a key partner in WorkSource Oregon. Through the WorkSource Oregon centers, this division provides resources to diverse job seekers in support of their employment needs and serves Oregon businesses by recruiting and referring the best-qualified applicants to jobs. It also provides policy and process leadership, staff training, and operational support to centers across the state.

Unemployment Insurance provides temporary financial aid to eligible individuals who have lost their jobs through no fault of their own and are actively seeking new employment.

Paid Leave Oregon provides paid time off from work to care for a family member with a serious illness, to bond with a new child, to care for one's own serious health condition, and to support survivors of sexual assault, domestic violence, harassment, stalking, or bias crimes.

Contributions and Recovery processes payroll reports to ensure that employer and employee contributions are allocated to fund the Unemployment Insurance and Paid Leave Oregon trust funds. The division also audits payroll reports, investigates employee wages, and supports fund-recovery from employers and claimants.

Workforce and Economic Research develops and distributes quality labor market information to promote informed decision making to both employers and job seekers, as well as local governments and the state legislature. Information is shared through reports, presentations, and newsletters; data and content are shared regularly on www.qualityinfo.org and through media outlets across Oregon.

Modernization is a multi-year initiative aimed at transforming the way OED serves customers by improving business processes and replacing or creating new systems to support the agency.

Shared Service Divisions support agency operations and include the following teams: Administrative Business Services, Communications, Equity and Inclusion, Human Resources, Information Technology Services, and the Director's Office, which includes Legislative Affairs, Internal Audits, and the Office of Strategy, Innovation, and Performance (Strategy Office).

Vision and Mission

The Oregon Employment Department envisions an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community.

The mission of the Oregon Employment Department is to support business and promote employment. We administer programs that support financial stability for Oregon's workers and collaborate to provide resources, including quality data and information, to connect the needs of employers and job seekers.

Values, Operating Principles, and Strategic Goals

The Oregon Employment Department's values and ways of conducting business are crucial to the success of our programs and the entire workforce system. The Oregon Employment Department commits to the following values in our work with customers, partners, Tribal governments, and other interested parties:

Integrity

We lead with honesty, service, and personal responsibility, always seeking opportunities for continued learning.

Respect

We value our staff, customers, and partners. We promote an inclusive environment, assume good intent, and treat others with courtesy and compassion.

Community

We foster a sense of belonging and strive for accessibility and engagement to create positive impacts where we live and work.

Our work is guided by the following **operating principles**:

- We are conscientious stewards of public resources.
- We are accountable for our actions.
- We are inclusive and transparent in our decision-making.
- We partner to address community needs.
- We promote a positive and safe learning environment.
- We work hard and support wellbeing at work.

Our **strategic goals** are to:

- Continually advance our partnerships and systems to improve customer service and accessibility.

- Implement a framework for organizational improvement to increase efficiency and effectiveness.
- Foster an inclusive and fair work environment where employees feel valued and supported.

Key Affirmative Action Contacts:

David Gerstenfeld

Director
875 Union Street N.E. Salem,
Oregon 97311
503-947-1477

Vince Porter

Deputy Chief of Staff for Public Administration,
Office of Governor Tina Kotek
900 Court Street N.E., Ste 254
Salem, Oregon 97301
503-373-1565

Teresa Rainey

Equity and Inclusion Director
and Affirmative Action Representative
875 Union Street N.E.
Salem, Oregon 97311
503-586-9240

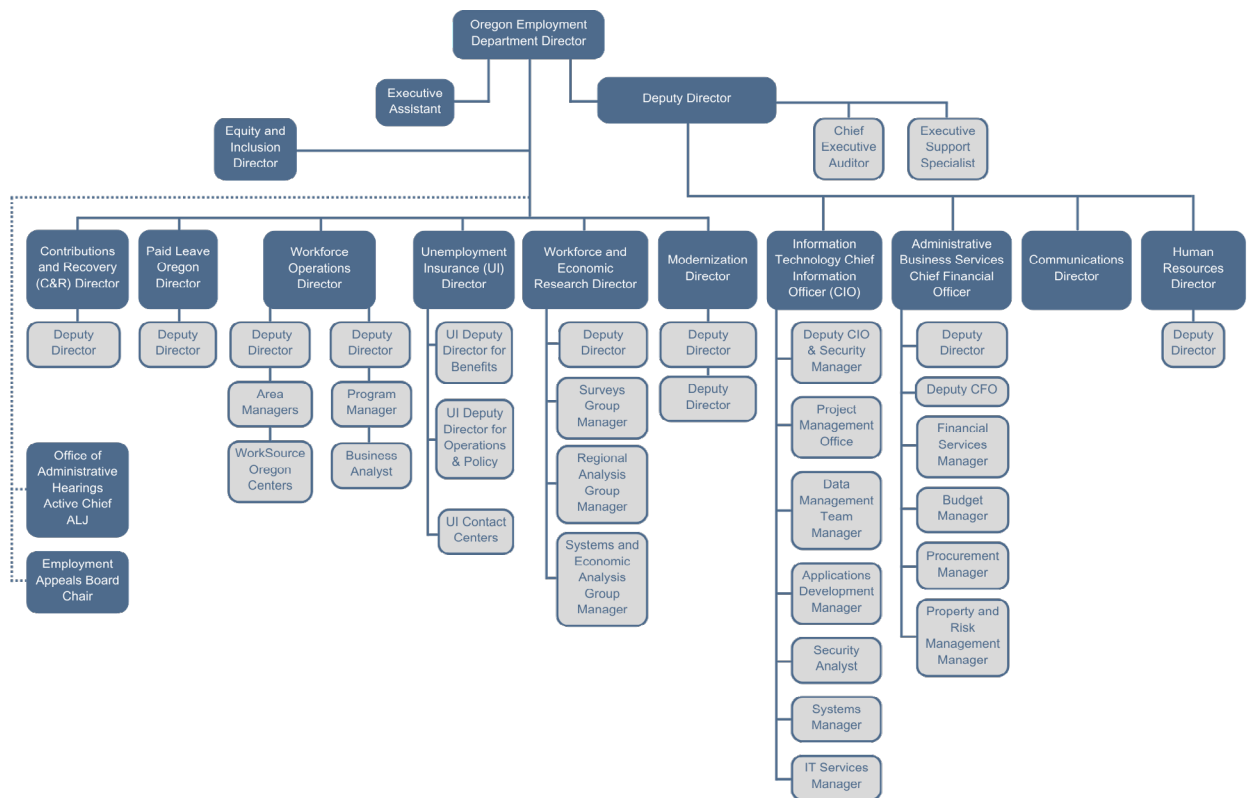
Eric Villegas

Universal Access Coordinator
875 Union Street N.E.
Salem, Oregon 97311
503-947-1794

Ronda Wirth

Procurement Manager and lead for COBID
contracting and procurement
875 Union St N.E.
Salem, Oregon 97311
971-375-3484

Organizational Chart



Roles for Implementation of Affirmative Action Plan

Roles and Responsibilities

All employees have an important role in implementing OED's Affirmative Action Plan. This is reflected in the requirement for every OED job posting to include the following desired attribute: "Commitment to valuing diversity and promoting inclusion." Hiring managers score all candidates on this desired attribute and include at least one equity and inclusion question in each interview. See Appendix C for the guidance hiring managers use in every recruitment posting to ensure potential candidates are aware of the high importance OED managers place in this area.

Accountability Mechanisms

Accountability for affirmative action is implemented through a variety of mechanisms, including the following:

- Embedding affirmative action, equity, and inclusion into managers' Performance, Accountability, and Feedback (PAF) plans (see Appendix C)
- Holding regular leadership check-ins with members of the Equity and Inclusion Office
- Requiring specific actions throughout the recruitment process
- Regular reviewing and following up on employee surveys
- Receiving and following up on individual employee feedback
- Conducting Workday demographic analyses
- Requesting feedback from specific groups such as the Equity and Inclusion Council, Empowerment Groups, Wellness Committee, etc.

Executive Staff

Members of the agency's executive team lead their divisions in completing Affirmative Action Plan requirements and ongoing learning and development to inform their work. Staff from OED's Equity and Inclusion Office partner with each executive to provide support and guidance in these efforts. Meetings between executive staff and members of the Equity and Inclusion Office occur twice a month or more, depending on current projects. From July 2023 to June 2024, the executive team participated as a group in a training on neurodivergence, a training on trauma-informed tools for leadership, and a three-part training series on racial equity to help inform their leadership on affirmative action. Several executives also held trainings on these topics for their management teams. The executive team also reviewed and gave feedback on the surveys, demographic analysis, and proposed goals for this Affirmative Action Plan.

The agency director is the executive sponsor of the agency Equity and Inclusion Council and has played a key role in expanding equity and inclusion work throughout the agency. He regularly shares the value of equity and inclusion during Executive Team meetings, meetings with interested parties, and in communications to all employees (see Appendix C for samples). He attends almost all events and trainings sponsored by the council and frequently promotes the events in his all-staff messages. He continues to be a strong, visible presence in the agency's equity and inclusion work and is responsible for ensuring accountability for the agency's affirmative action goals. From 2023-2024, he oversaw the expansion of the agency's dedicated equity and inclusion staff from one to seven permanent, fulltime employees and formed them under an Equity and Inclusion Office. The director of this office reports to the agency director.

The director of equity and inclusion serves as the agency's Affirmative Action Representative and supervises the six full-time Equity and Inclusion Office staff. This position, along with the director of human resources, also serves as an advisory member of OED's Equity and Inclusion Council. The director of equity and inclusion is a member of the executive team and provides vision, direction, counsel, and leadership to all employees in areas of equity, diversity, and inclusion in their daily work and in the programs and activities of the agency. This position also attends meetings with the Department of Administrative Services Office of Cultural Change and serves on their Diversity, Equity, Inclusion, and Belonging Cabinet.

Management Staff

Managers are essential in implementing equity across all agency processes and have specific affirmative action responsibilities under Executive Order 22-11. These responsibilities are reflected in the following requirements in all OED supervisor position descriptions:

- Effectively carries out the agency's affirmative action, diversity, equity, and inclusion goals and responsibilities to achieve affirmative action objectives
- Work to improve implementation of the agency's affirmative action plan using professional development, performance assessments, and performance evaluations
- Maintains a professional attitude and inclusive work environment free of harassment and other forms of discrimination

Accountability for promoting affirmative action, equity, and inclusion is embedding in managers' Performance, Accountability, and Feedback (PAF) plans (see Appendix C). Managers lead their teams in engaging in equity discussions, attending relevant training courses, and providing feedback and ideas to the Equity and Inclusion Office and Equity and Inclusion Council.

Other Staff

While all staff have an important role in achieving affirmative action goals, specific offices such as the Equity and Inclusion Office, Human Resources, and Communications, along with key classifications such as Learning and Development Specialists, have critical responsibilities and overlap in this work. For example, the Equity and Inclusion Office staff support all divisions in implementing Affirmative Action Plan and Diversity, Equity, and Inclusion Plan goals. They also support the Equity and Inclusion Council in creating events, newsletters, and other projects to help meet the agency's goal of a diverse and inclusive workforce.

Human Resources oversees all recruitment and disciplinary processes, both of which are relevant to achieving an inclusive and diverse workplace. OED's Human Resources recruitment team partners with the Equity and Inclusion Office to discuss current recruitment processes and co-create new guidance and best practices to continuously improve outcomes. The Human Resources Business Partner team have consulted with the Equity and Inclusion Office to discuss potential disciplinary concerns, equity considerations, and next steps.

The Communications team participates in trainings related to inclusive language and partners closely with the Equity and Inclusion Office to ensure as many internal and external communications are reviewed for inclusive and plain language. Learning and Development specialists from across the agency regularly partner with the Equity and Inclusion Office, particularly in terms of developing accessible trainings for employees and promoting equity and inclusion trainings throughout the agency. These staff also help ensure alignment among the agency's affirmative action goals and critical resources such as OED's Manager and Recruitment toolkits.

Affirmative Action Progress Report for July 1, 2023 – June 30, 2025

Progress Toward Strategies and Goals

Goal 1: OED will continue to foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity.

Overall Progress Report: OED has continued to invest resources into multiple strategies to foster fairness, equity, and inclusion in the workplace. This includes fully staffing an equity and inclusion office, hosting required and optional learning opportunities, raising awareness through all-staff newsletters and emails, and creating frameworks and tools to embed equity and inclusion into policies and processes. OED measures the success of this overall goal through data sources such as training reports and employee surveys and focus groups.

Strategies:

- a. OED will fully staff the agency's Equity and Inclusion Office with five full-time employees by Jan. 31, 2023, as proposed in its Agency Request Budget for 2023-2025. This strategy may need to be adjusted depending on the final budget that is passed by the Oregon State Legislature and signed by the governor in 2023.
 - i. Progress report: The Equity and Inclusion Office had two full-time staff on Jan. 31, 2023, and hired four more by Feb 21, 2023.
 - The three-week delay in reaching this goal was primarily caused by extended discussions regarding the classifications of the new positions.
 - The office hired a seventh full-time employee on Oct. 2, 2023.
- b. OED will complete training all current employees and regularly train new employees in the Culture Matters Part 1: Managing Unconscious Bias and Culture Matters Part 2: Bystander Intervention Skill Building offerings.
 - i. Progress report: From July 1, 2023, through June 30, 2024, OED trained 368 employees in Culture Matters Part 1. To date, approximately 62% of current

employees have received this training, and over 2,030 total employees (current and former) have received the training.

- 91% of post-training survey respondents reported that they could apply what was learned to their work, either through improving workplace culture or in how we serve our customers.
 - OED hired almost 360 employees during this time, which included a large hiring surge to support the launch of Paid Leave Oregon benefits in August 2023. While OED has not yet trained all new and current employees due to the large influx of new employees, OED will continue tracking progress and sending registration reminders to employees and managers.
 - Monthly training sessions are scheduled through January 2025, and more sessions will be added throughout 2025.
- ii. Progress report: From July 1, 2023, through June 30, 2024, OED trained 241 employees in Culture Matters Part 2. To date, about 31% of current employees have received this training, and over 660 total employees (current and former) have received the training.
- 93% of post-training survey respondents reported that they could apply what they learned to their work, either through improving workplace culture or in how we serve our customers.
 - As mentioned above, due in part to a large hiring surge, OED has not yet trained all new and current employees. OED will continue tracking progress and sending registration reminders to employees and managers.
 - Monthly sessions are scheduled through January 2025, and more sessions will be added throughout 2025.
- c. OED will conduct quarterly drop-in sessions open to all staff to practice bystander intervention techniques.
- i. Progress report: OED began offering these quarterly sessions in August 2023 with a session called “Tone from the Top”. Through June 30, 2024, over 110 employees have attended these sessions. 94% of post-training survey respondents reported that they could apply what was learned to their work.
- ii. Progress report: In February 2024, OED added a second session called “Community Cultural Wealth” to this quarterly series. Through June 30, 2024, over 40 employees have attended these sessions. 88% of post-training survey respondents reported that they could apply what they learned to their work, either through improving workplace culture or in how we serve our customers.

- d. OED will assist managers in facilitating equity circles (or future projects related to discussions of equity and inclusion) upon request/as needed and offer practice sessions.
- i. Progress report: OED's Equity and Inclusion Office (EIO) staff have helped multiple individual managers in planning and leading equity circles, as well as requesting managers' feedback on the project in over 35 individual meetings with managers.
 - In September 2023, the office updated the equity circle resource list and created several lesson plans as additional resources for managers.
 - At OED's October 2023 all-manager summit, officestaff trained all managers on equity circles and provided several practice scenarios that were informed by the individual feedback sessions and equity circle participant surveys. 82% of post-training survey respondents reported that the training was relevant to their position as a manager, and 78% reported that the speakers were effective in sharing the information.
- e. OED will create and facilitate empowerment groups. The first four groups will be announced by Feb. 15, 2023. See Goals 2 and 3 for more information.
- i. Progress report: OED's Equity and Inclusion Office announced the first four empowerment groups on Feb. 16, 2023. The one-day delay was due to also onboarding four staff in February 2023 onto the Equity and Inclusion Office team.
 - The first four empowerment groups were Leaders of Color; People with Disabilities; Spanish Language Learning and Practice; and Parents, Guardians, and Caregivers. OED announced three more groups at the end of 2023: Mental Health and Neurodivergence; Women in the Workforce; and Queers and Allies.
 - Each group is also open to allies and has a liaison from the Equity and Inclusion Office to provide support and an executive sponsor.
 - The groups meet at least once a month, and all employees are allowed at least two hours per month for empowerment group meetings.
 - In a spring 2024 survey of attendees, over 85% of respondents reported that the groups help them feel valued and supported in reaching their full potential.
- f. OED will continue providing a wide range of learning opportunities open to all employees on topics such as trauma and trauma-informed practices, anti-racism, micro-aggressions, racial equity, mental health, Veterans, restorative justice, history of race in Oregon, gender, and gender identity. In response to interest expressed by employees in the fall 2022 survey, topics will also include older and younger workers;

parents, guardians, and caregivers in the workplace; neurodivergence; and autism. OED will host at least 15 events throughout the biennium.

- i. Progress report: Since July 1, 2023, OED has provided 12 learning opportunities open to all employees:
 - Hispanic Heritage Month Celebration
 - Accommodations and Me
 - Living with a Disability as an OED Employee
 - LGBTQIA2S+ History in Oregon with Basic Rights Oregon
 - Behavioral Health 101 with the National Alliance on Mental Illness
 - In Our Own Voices: Panel with the National Alliance on Mental Illness
 - Bridging Cultures: Native American Communities
 - Black History Month: Oregon's Civil Rights Years:
 - Celebrating Arab Heritage with the Arab American Cultural Center of Oregon
 - Come Take a Walk in Our Shoes: Deaf Culture & Communication with the Oregon Association of the Deaf
 - Asian and Pacific Islander Heritage Fest
 - Jewish American Heritage Month: The Normalization of Antisemitism in America with the Jewish Federation of Greater Portland
 - Topics to cover in the second half of the biennium are older and younger workers; parents, guardians, and caregivers in the workplace; Veterans; restorative justice; neurodivergence; and autism.
- g. Per the 2021-2023 Affirmative Action Plan, OED will allocate a minimum number of hours for employees and managers to attend diversity, equity, and inclusion training, events, and empowerment groups. OED will allocate a required minimum number of hours for all managers to participate in training on topics such as unconscious biases, anti-racism, restorative justice, and facilitation skills.
- i. Progress report: OED has allocated a minimum of three hours per quarter for non-supervisory employees to participate in optional DEI professional development, and three hours per quarter of required DEI professional development time for all supervisory managers.
 - As of June 30, 2024, all executives have shared this goal with their managers and represented staff and begun implementation.
- h. OED will develop an agency wide equity framework as a tool for proactively preventing or reducing unintended disparate impacts of policies and projects that affect OED's

workforce. The Equity and Inclusion Office will work with each division to develop implementation guidance specific to their division.

- i. Progress report: OED started a workgroup for this goal in January 2024, and the workgroup has created the draft framework. The Equity and Inclusion Council will review it next. Afterward, the workgroup will create a tool to help employees use the framework, share with the Executive Team, and ask for approval and adoption.
- i. OED will improve the use of inclusive language (plain language, gender-inclusive, transparent) in the agency's job postings and ensure the agency's goal for equity and inclusion is clear and direct.
 - i. Progress report: OED started a workgroup of the Equity and Inclusion Office and Human Resources recruitment team for this goal in January 2024 that combines this goal and Goal 1.m. This goal has a projected end date of Dec. 31, 2024.
- j. OED will request employee input regarding building a culture of equity and inclusion to determine what strategies are working well and what strategies need to be changed or developed.
 - i. Progress report: OED asked employees for feedback on building a culture of inclusion through various methods. These included an all-staff survey in October 2023, ongoing training and event surveys, a survey from the Equity and Inclusion Office in April 2024, division-specific focus groups and surveys, sessions with the Equity and Inclusion Council, and focus groups with six of the seven empowerment groups.
 - The feedback has helped inform current training, newsletter topics, and the 2025-2027 Affirmative Action Plan.
- k. OED will embed accountability for promoting equity and inclusion into all supervisory managers' performance accountability and feedback (PAF) plans. This will include templates and examples of what is expected of managers.
 - i. Progress report: In December 2023, OED gave managers guidance on how to include accountability for promoting equity and inclusion in PAF plans (see Appendix C). By June 30, 2024, all executives have shared this goal with their teams and started to put it into action.
- l. OED will develop and implement a strategic communications plan to promote the agency's equity work throughout the agency, including videos, newsletters, and other tactics to actively engage existing employees and communicate the agency's equity work to potential applicants. This plan will be informed by employee input.

- i. Progress report: OED finalized this strategic communications plan in December 2023 and is creating additional materials. The due date for implementation is July 31, 2024, and this goal is on track.
- m. OED will review and update applicant screening and interview processes to focus scoring on the skills and qualities candidates bring, including how they are informed by both lived and professional experience.
 - i. Progress report: OED started a workgroup for this goal in January 2024 of the Equity and Inclusion Office and Human Resources recruitment team that combines this goal and Goal 1.i. This goal has a projected end date of Dec. 31, 2024.
- n. OED will develop or obtain anti-bias training for all hiring managers and interview panelists.
 - i. Progress report: OED received an online training on this topic from the Department of Administrative Services (currently titled “DAS – CHRO - Interview Panelist”) and shared it with all managers on Nov. 4, 2023. OED requires hiring managers to send the training link to all interview panelists, and this requirement is documented in OED’s Recruitment Toolkit.
 - As of June 30, 2024, OED has also completed a first draft of a supplementary live training on reducing bias during the interview process.

Goal 2: OED will achieve at least proportionate (8%) representation of people with disabilities at all levels of the agency and as documented through Workday reporting, raise awareness of disability inclusion, reduce stigma related to disability, promote universal accessibility practices, and support reasonable accommodation requests.

Overall Progress Report: Workday data shows an increase in employees with disabilities from 3.5% in June 2022 to 4.7 % in June 2023, and to 5.1% by June 2024. While this is positive, it is still below our 8% goal. An internal survey from March 2024 shows at least 7.5% of employees identify as having one or more disabilities. Some employees have shared concerns about the Workday disability reporting tool, indicating a need for more transparency and clarity. OED will ask the Department of Administrative Services for more information.

Strategies:

- a. OED will incorporate messaging about disability in its Equity and Inclusion strategic internal communications plan to inform employees of the definition of disability and how Workday’s demographic information is and is not used, with the goal of more employees providing their disability information in Workday and enabling better tracking of any trends related to disability. This plan will also include developing internal resources regarding disability and employment for all employees and managers.

- i. Progress report: OED finalized its equity and inclusion strategic communications plan in December 2023. In January 2024, OED began including guidance for employees on providing their disability information in Workday in its ongoing “Disability Awareness: Sharing our Stories in the Workplace” newsletter series. OED will develop additional communications on this topic as part of its 2025-2027 goals.
- b. OED will provide at least six all-staff learning opportunities and six all-staff communications related to disability inclusion per biennium. The learning opportunities will include virtual or recorded options that staff can consume at various times and locations.
 - i. Progress report: OED has exceeded the goal for all-staff communications by sending 12 all-staff newsletters: eight for its “Disability Awareness: Sharing our Stories in the Workplace” series; two for National Disability Employment Awareness Month; one for World Autism Day; and one for Deaf History Month. OED has hosted five all-staff learning opportunities and is well on track to meet its goal of hosting six by the end of the biennium. The topics were living with a disability as an OED employee, living with serious mental illness, behavioral health 101, reasonable accommodations in the workplace, and Deaf culture and communication.
- c. OED will create one or more empowerment group focused on disabilities. At least one of these groups will be announced by Jan. 15, 2023 (this due date was a typo and should have been Feb. 15, 2023, per Goal 1.e. above). All empowerment groups focused on disabilities will have active executive-level sponsorship and participation. The groups will provide connection to mentors and a safe space to raise concerns, questions, and ideas related to disability inclusion.
 - i. Progress report: OED’s Equity and Inclusion Office announced a People with Disabilities Empowerment Group on Feb. 16, 2023. The one-day delay was due to also onboarding four staff in February 2023 onto the Equity and Inclusion Office team. OED also announced a Mental Health and Neurodivergence Empowerment Group on Dec. 20, 2023, which is also open to allies.
 - Each group is open to allies and has a liaison from the Equity and Inclusion Office to provide support and an executive sponsor.
 - Each group meets at least once a month, and all employees are allowed at least two hours per month for empowerment group meetings.
- d. OED will solicit regular input and feedback from all staff regarding disability inclusion, which may include all-staff surveys and targeted focus groups.

- i. Progress report: OED includes a feedback form in all equity and inclusion newsletters. During this report period, OED did not receive any feedback related to disability inclusion. OED surveyed all staff on equity and inclusion in April 2024 — including by disability status — to help identify any trends connected to disability status.
 - Only 17% of employees completed the survey. However, a high percentage of respondents with disabilities felt they lacked fair opportunities for development and advancement. There were no other significant findings related to disability status. 70% of respondents said they understood the reasonable accommodations process for employees. 16% were neutral or found it not applicable, and 14% did not understand the process.
- ii. In a spring 2024 survey of the People with Disabilities Empowerment Group, 80% of the 15 respondents reported increased networking, mentoring, policy review, or learning opportunities. 60% also reported increased professional development, leadership, or career growth opportunities.
 - During a feedback session with the group, some members identified a desire for increased professional development and learning opportunities, more time for the groups, barriers due to busy schedules or not enough manager support, and more information on responses to their input. Some members also identified that the group has been helpful for navigating the accommodations process and general resource sharing. They feel comfortable bringing their full selves to the group without fear of judgment, and it has been a good opportunity to advocate for employees with disabilities.
- iii. As the Mental Health and Neurodivergence Empowerment Group had just begun meeting during this survey period, OED has not yet requested feedback from this group.
- e. OED will collaborate with community members and partners to plan ways to increase employment for people with visible and invisible or hidden disabilities.
 - i. Progress report: OED's Equity and Inclusion director met with representatives of Vocational Rehabilitation to discuss ideas around internships and job coaches in March 2024 and April 2024 and will continue to connect with this resource.
- f. OED will provide ongoing trainings, lunch and learns, and events that help broaden our knowledge base while decreasing stigma around disability in the workplace.
 - i. Progress report: As reported in Goal 2.b. OED has provided five learning opportunities to broaden our knowledge base and decrease stigma around disability in the workplace.

- g. OED will create a National Disability Employment Awareness Month campaign, which may include guest speakers or public-facing materials.
 - i. Progress report: As reported in Goal 2.b. OED held a National Disability Employment Awareness Month campaign in October 2023. The campaign included two newsletters and four events (detailed in progress report for Goal 2.b.). The events were “Living with Disability as an OED Employee” (panel event), “Behavioral Health 101” with the National Alliance on Mental Illness, “Our Own Voices” (panel event with NAMI), and “Accommodations and Me.”
- h. OED will increase the equity circle resource list to include additional resources on employees with disabilities and employees of color with disabilities.
 - i. Progress report: OED completed this update in September 2023 and informed managers in an October 2023 training on equity circles. OED informed employees through an October 2023 all-staff email (see Appendix C).
- i. OED will review and update all public-facing messages, such as job postings and employee resource pages, regarding disabilities, including accommodations information, right to access services, and employment opportunities. One focus of the updates will be to ensure the use of positive, affirming language around accommodations requests. All employees and managers will know how to request accommodations and understand the process.
 - i. Progress report: OED conducted this review in March 2024 with consultants from the Job Accommodation Network and received positive feedback. The feedback and minor suggested updates were shared with the agency’s Equity and Inclusion Council in June 2024.
 - ii. OED will also begin sending a short, quarterly survey to employees whose reasonable accommodation requests were completed in the last quarter to request feedback on the process and identify any opportunities for improvement.
 - iii. As reported in Goal 2.d., OED surveyed all staff on equity and inclusion in April 2024, with a 17% response rate. 70% of the respondents reported that they understood the reasonable accommodations process for employees, with 16% marking “neutral or not applicable” and 14% reporting that they did not understand the process.
- j. OED will engage with employees with disabilities to connect them to opportunities to participate on interview panels and mock interviews to gain experience and build skills related to the hiring process.
 - i. Progress report: In August 2023, OED began working with the People with Disabilities Empowerment Group, which includes people with disabilities and allies. They connected members to opportunities to join interview panels and participate

in mock interviews. In a spring 2024 survey, 80% of the 15 respondents reported more networking, mentoring, policy review, or learning opportunities. Additionally, 60% reported more professional development, leadership, or career growth opportunities. Members continue to volunteer, and there is currently a waitlist.

- k. OED will consult with a specialist on disability inclusion to review the reasonable accommodations process and request recommendations.
 - i. Progress report: As reported in goal 2.i. OED conducted this review in March 2024 with consultants from the Job Accommodation Network and received positive feedback, with only minor changes recommended. The feedback and minor requested updates were shared with the agency's Equity and Inclusion Council in June 2024.
 - ii. OED will also begin sending a short, quarterly survey to employees whose reasonable accommodation requests were completed in the last quarter to request feedback on the process and identify any opportunities for improvement.
- l. OED will work to improve accessibility in communications and communications tools for both staff and the public.
 - i. Progress report: In 2022, OED created a process to review communications for plain and inclusive language to improve accessibility for staff and the public. They also made a tool for employees to easily send in documents for review. OED's weekly all-staff messages now include regular tips and tools on accessibility.

Goal 3: OED will achieve at least proportionate representation (30%) of managers of color in higher-level supervisory management roles, defined as higher than either a PEM B or Supervisor 1.

Overall Progress Report: Workday data show an increase of higher-level supervisors from 21% in June 2022 to 24% by June 2023 and 27% by June 2024. While this is positive progress, it is less than our 30% goal.

Strategies:

- a. OED will provide at least four all-staff learning opportunities and four all-staff communications related to people of color in management. The learning opportunities will include a virtual or recorded option that staff can consume at various times and locations.
 - i. Progress report: OED informed all staff of four learning opportunities related to people of color in management: two sessions of OED's Community Cultural Wealth training; the Department of Labor's Black Women Advancing Equity: Federal Leaders Fostering Inclusive Infrastructure Opportunities session; and the Department of Labor's Black Women Advancing Equity: Community Leaders

Creating Inclusive Infrastructure Job Opportunities session. OED decided not to record its two internal trainings to provide a more confidential learning and sharing environment for employees. OED is on track to complete the second half of this goal (sending four all-staff communications) in the second half of the biennium.

- b. OED will create one or more empowerment groups focused on managers of color. At least one of these groups will be announced by Jan. 15, 2023 (this due date was a typo and should have been Feb. 15, 2023, per Goal 1.e. above). All empowerment groups focused on managers of color will have active executive-level sponsorship and participation. The groups will provide connection to mentors and a safe space to raise concerns, questions, and ideas related to people of color in higher-level management.
 - i. Progress report: OED's Equity and Inclusion Office announced a Leaders of Color Empowerment Group on Feb. 16, 2023. The one-day delay was due to also onboarding four staff in February 2023 onto the Equity and Inclusion Office team. The group is also open to allies and has a liaison from the Equity and Inclusion Office to provide support and an executive sponsor. The group meets twice a month, and all employees are allowed at least two hours per month for empowerment group meetings.
- c. OED will solicit regular input and feedback from managers of color, which may include all-staff surveys and targeted focus groups.
 - i. Progress report: OED includes a feedback form in all equity and inclusion newsletters. During this report period, OED received and responded to two queries related to communities of color. OED surveyed all staff on equity and inclusion in April 2024, including by race and ethnicity to help identify any trends connected to race or ethnicity. Only 17% of employees responded to this survey, and 24% of the respondents identified as being an employee of color or two or more races. There were no correlations to race and ethnicity in the survey results.
- d. In a spring 2024 feedback session, some group members wanted more meeting time, more internal leadership opportunities, and clear goals and outcomes for meetings. They also said the group provided a safe space for discussing sensitive topics, reaching consensus, hearing all voices, sharing healing and solidarity, and making recommendations for mentorship and addressing racial harm. OED will increase recruitment strategies, with a focus on direct engagement with Oregon's communities of color (including within other state agencies) to build trust and engage potential applicants.
 - i. Progress report: OED's Human Resources and Workforce Operations Business Services team have partnered on this effort. OED is currently working on refining the partnership structure and is on track to complete this project by the end of the biennium.

- e. OED will engage with employees and communities of color to connect them to opportunities to participate on interview panels or mock interviews to gain experience and build skills related to the hiring process.
 - i. Progress report: In August 2023, OED began working with the Leaders of Color Empowerment Group, which includes leaders of color and allies, to connect members to interview panel opportunities. Several members have accepted invitations to join these panels.
- f. OED will actively promote trainings to employees of color that will prepare them for higher-level supervisory management roles, such as on budget and program management.
 - i. Progress report: OED has actively promoted its internal “Tone from the Top” and trauma-informed “Paid Leave Core Skills training” with the Leaders of Color Empowerment Group, which includes leaders of color and allies.
- g. OED will continue checking all higher-level supervisory management applicant pools halfway through the application period to ensure at least proportionate (30%) representation of applicants of color. If there is not proportionate representation, OED will use strategies such as extending the application period, advertising the position with professionals of color, etc.
 - i. Progress report: OED’s recruitment team has checked the applicable applicant pools and recommended strategies for achieving proportionate representation when proportionate representation is not already demonstrated.

Alignment with Strategic Plan

OED has intentionally aligned its strategic and affirmative action plans. The strategic plan that starts in 2025 includes OED’s equity statement and goals for an inclusive environment, personal responsibility, belonging, engagement, and accessibility. Developing and implementing OED’s Affirmative Action Plan is part of this strategic plan. OED will schedule quarterly review meetings to monitor progress of these initiatives and the status of the Affirmative Action Plan.

Leadership Evaluation Report

OED’s managers are expected to lead their teams in carrying out affirmative action and diversity, equity, and inclusion goals. This includes following OED’s recruitment processes, leading OED’s Equity Circles project, participating in trainings, taking action when they witness or receive reports of discriminatory or otherwise harmful behavior, and supporting their teams in participating in trainings and committees. Leaders are evaluated through several mechanisms, including the agencywide employee engagement survey, ongoing equity circle surveys, the agencywide equity and inclusion survey, the Performance, Accountability,

and Performance (PAF) check-in process, and other forms of employee feedback. OED's recruitment processes already align with affirmative action goals, and managers must follow these processes to move their recruitments forward. As a result, most leadership evaluations focus on how well leaders promote an inclusive workplace.

In OED's fall 2023 employee engagement survey, employees reported feeling cared about, trusting their colleagues and leaders, and feeling connected to OED's mission. Managers can use these results to understand their teams' performance and coach for improvement. In the future, OED plans to ask about diversity, equity, and inclusion, as well as employee demographics, to check for impacts across different groups and to help evaluate affirmative action goals. OED plans to ask staff to rate how much they agree or disagree with these statements:

- Everyone at OED is treated fairly regardless of individual differences, such as ethnic background, race, age, disability, sexual orientation, gender or gender identity.
- My manager creates an environment that is trusting and open.
- Optional demographics (race, ethnicity, language used at home, gender/gender identity, sexual orientation, Veteran status, and disability).

In OED's spring 2024 equity and inclusion survey, employees reported that managers often take action when they witness harmful language or actions in the workplace, support participation in equity and inclusion activities, and show their support for diversity, equity, and inclusion. In the ongoing equity circles survey, most respondents said the manager-led conversations were respectful and inclusive.

OED's Performance, Accountability, and Feedback (PAF) plans for managers now include the following requirements for all supervisory managers (see Appendix C for the full document):

1. Complete at least three hours of DEI professional development every quarter.
2. Provide non-supervisory employees with the option to participate in a minimum of three hours of DEI professional development per quarter.
3. Collaborate with any supervisory managers who report to you to either add one to three goals for promoting equity and inclusion into each supervisory manager's annual PAF plan, or incorporate one to three equity and inclusion goals into their current goals.
 - a. Include the required DEI professional development time per your division's implementation plan.
4. Managers of other managers monitor these requirements through the quarterly PAF check-in process.

Employees also provide ongoing feedback on leadership through their participation in the Equity and Inclusion Council, empowerment groups, division-specific equity and inclusion committees, and interview panels.

July 1, 2022 – June 30, 2024

Progress Made or Lost Since Last Biennium: Demographics Analysis

As an agency dedicated to serving both job seekers and businesses, we recognize our role as a model employer in fostering equity and inclusion. Our focus on strategic efforts in hiring, retention, promotion, and succession planning aims to create a work environment where employees succeed and eagerly anticipate each workday.

To ensure our commitment to equity and inclusion, our Equity and Inclusion Office and Human Resources Office collect, analyze, and report demographic data about both the agency's applicants and workforce. This process helps identify where underrepresented groups may require additional support. Data is sourced from Workday, with applicants and employees having the option to self-report their demographic information. However, some employees may choose to not self-report, potentially leading to undercounted demographic information. In compliance with federal law, we use employment records or observer identification to record demographic data, including gender, race, and ethnicity for employees who decline self-reporting. Despite our efforts, this method may introduce errors in our overall data.

For comparison, we've included Oregon labor force statistics from the U.S. Census Bureau, 2022 American Community Survey. Table 1 displays percentages of the agency's workforce and supervisors as of June 30, 2023, categorized by race or ethnicity, gender, disability, and Veteran status. This table also includes percentages relating to applicants, hires, promotions, and separations from July 1, 2022, to June 30, 2023, across the same demographics. Table 2 displays percentages of the agency's workforce and supervisors as of June 30, 2024, categorized by race or ethnicity, gender (excluding nonbinary employees, as these data were temporarily not available in Workday at the time of this report), disability, and Veteran status. This table also includes percentages relating to applicants, hires, promotions, and separations from July 1, 2023, to June 30, 2024, across the same demographics. To maintain confidentiality, percentages indicating five or fewer employees were approximated in Tables 1 and 2. Table 3 shows OED's higher-level supervisors (Supervisor 2 and higher) by people of color and women. See Appendix E for all tables.

We also draw insights from an all-staff survey conducted by our Equity and Inclusion Council in April 2024. This survey included extensive demographic questions covering race, ethnicity, gender, sexual orientation, disability status, and Veteran status, all of which were optional. Approximately 17% of our workforce, 297 respondents, participated in the survey.

CURRENT WORKFORCE, APPLICANTS, AND HIRES

As of June 30, 2024, our workforce analysis indicates that the agency's demographic composition closely mirrors the broader state labor force concerning race and ethnicity. However, we identified differences in terms of gender, disability, and Veteran status. Men make up about 34% of the agency's workforce but 53% of the statewide workforce. Women represent about 66% of the agency's workforce compared to 47% of Oregon's labor force. There is no data on nonbinary individuals in Oregon's labor force, making comparisons challenging.

Regarding disability, we see an increase in our workforce from 3.5% to 4.7% in employees with disabilities from July 2022 to June 2023 and a further increase to 5.1% in June 2024, according to Workday data. However, this is still below Oregon's labor force, where 8% have disabilities. The 2024 all-staff survey showed that 44% of respondents identified as having a disability out of the 17% who participated, suggesting that at least 7.5% of OED's workforce identifies as having a disability. This suggests some employees may hesitate to disclose disabilities on Workday for various reasons, such as privacy concerns or lack of awareness about what constitutes a disability.

Veterans continue to be well-represented at OED, making up 7.6% of the workforce in both 2023 and 2024, compared 4.5% in the Oregon labor force.

Applicant data aligns closely with overall workforce demographics for race, gender, and Veteran status, but not for disability due to state law restrictions.

From July 2022 to June 2023, about 1% of new hires disclosed a disability, compared to 4.7% of the overall workforce. This improved from July 2023 to June 2024, with 3.1% of new hires disclosing a disability.

SUPERVISORS

From July 2022 to June 2023, the percentage of Asian and Black supervisors at OED increased from 2.6% to 3.4%, and then to 3.7% by June 2024. Hispanic supervisors increased from 9.7% to 12.9% and then to 14% in the same periods. However, Asian and Hispanic supervisors are still underrepresented compared to the overall workforce and Oregon labor force. In June 2024, Asian supervisors were 3.7% of supervisors but 5.7% of the workforce and 4.9% of the labor force. Hispanic supervisors were 14% of supervisors but 16.4% of the workforce and 13.8% of the labor force.

People of color in higher-level supervisory roles increased from 21% in June 2022 to 24% in June 2023, and to 27% in June 2024, but they make up 30% of the workforce and therefore remain underrepresented.

Women are slightly underrepresented in supervisory roles as compared to the agency workforce. They are 65% of the workforce but were 61% of supervisors in June 2023 and

58.5% in June 2024. Higher-level women supervisors decreased from 59% in June 2022 to 56% in June 2023, and remained the same in June 2024.

The percentage of supervisors with disabilities increased from 2.6% in June 2022 to 4.2% in June 2023, but slightly decreased to 3.7% by June 2024. This is similar to their overall representation in the agency but lower than their 8.3% representation in Oregon's labor force. However, Veterans remain strongly represented in supervisory positions in the agency, making up 12.2% in both June 2023 and June 2024, compared with 7.6% of the agency's workforce and 4.5% of Oregon's labor force.

INTERNAL PROMOTIONS AND SEPARATIONS

In state government, a promotion means an employee moves into a higher-classified position, usually through a competitive recruitment. There is an increase in American Indian/Alaska Native and Black promotions from <1% in June 2022 to 4.5% by June 2023. These promotion rates continued their positive trend from June 2023 to July 2024, ending up at proportionate rates as compared to the OED workforce. This marks a significant shift, especially for Black promotions, and is a change from a previous multi-year trend of none or almost none. However, Asian promotions continue to be underrepresented across both time periods, accounting for 2.7 to 3% of total promotions, while Asian employees represent 5.7% of the agency's workforce.

The share of people with disabilities who promoted increased from 2.2% in June 2022 to 6.7% in June 2023 and then decreased slightly to 4.3% in June 2024. Despite the overall increase, people with disabilities remain underrepresented compared to their 8.3% in Oregon's labor force, potentially due to underreporting within the agency. From July 2022 to June 2023, women were underrepresented in promotions with a 57% share, compared to their 65% share of the workforce. However, this promotion rate increased to 67.6% from July 2023 to June 2024.

Veterans are proportionately represented in promotions and separations during both time periods, matching their representation in the agency.

From July 2022 to June 2023, 20% of separating employees did not disclose their race. Employees of color were proportionately represented in separations, while white employees were underrepresented. From July 2023 to June 2024, only 7% of separating employees did not disclose their race. During this time, American Indian/Alaska Native and Black/African American employees were overrepresented in separations. The separation rate for American Indian/Alaska Native employees was about 3% compared to their 1.8% share of the workforce. For Black/African American employees, the separation rate was 4.4% compared to their 2.7% share of the workforce.

July 1, 2025 – June 30, 2027

Affirmative Action Plan Goals

BACKGROUND

In the previous biennium, OED focused on building its Equity and Inclusion Office, holding numerous discussions and trainings on equity and inclusion topics (see Appendix C), and creating new frameworks for affirmative action and equity and inclusion. To plan for the next biennium's work, OED reviewed Department of Administrative Services requirements, demographic analysis, employee surveys, focus groups feedback, executive feedback, and individual employee feedback. Key findings are listed below.

- Overall environment:
 - » A heightened focus on accountability for achieving affirmative action goals.
 - » A leadership goal to focus on current projects, to reduce employee burnout from the recent years of high workload across all divisions.
 - » A need to ensure and increase fair development and promotional opportunities for employees, particularly those with disabilities, and to increase employee confidence that they have those opportunities.
- Specific areas of underrepresentation or improvement:
 - » Significant (but currently short term) improvement in promotions for Black employees.
 - » Some improvement but still underrepresentation for people of color in Supervisor 2 and higher management positions, as compared to OED workforce.
 - » Slight decrease and continued underrepresentation for women in Supervisor 2 and higher management positions, as compared to OED workforce.
 - » Per Workday reports, continued underrepresentation of employees with disabilities. Actual representation appears to be higher per the spring 2024 equity and inclusion survey, but we are unable to track promotions, separations, etc. without accurate information in Workday.
- Strengths:
 - » Managers are highly rated at supporting equity and inclusion, including in guiding relevant discussions and taking action when harm occurs in various situations.
 - » Executive sponsors and the Equity and Inclusion Office staff are highly rated at supporting empowerment groups.

- » Employees in general say they are ready and able to take action when harm occurs in various situations.
- » Strong alignment between OED's Strategic Plan; Diversity, Equity, and Inclusion (DEI) plan; and Affirmative Action Plan, with all Affirmative Action Plan goals included in the DEI Plan, and both integrated into the Strategic Plan.
- Opportunities:
 - » Significant need to increase employees' comfort level with and knowledge of the new Equity and Inclusion Office.
 - » Empowerment group members strongly expressed a need for more time in their groups.
 - » Significant employee focus on the recruitment process, especially interviews
 - Part of the issue is a lack of knowledge of the process and concerns about potential unequal impacts at various stages of the process.
 - » In order of preference, employees want more resource guides/toolkits and cultural values trainings, more group or team discussions on equity and inclusion topics, and more bystander intervention practice (the second and third were tied).

GOALS

1. OED will continue to foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity.
2. OED will achieve proportionate (8.3%) representation of people with disabilities at all levels of the agency.
3. OED will achieve proportionate (30%) representation of managers of color in higher-level supervisory management roles, defined as Supervisor 2 and higher.

OUTCOMES

- a. There will be proportionate representation of people with disabilities at all levels of the agency.
- b. There will be proportionate representation of managers of color in higher-level supervisory roles.
- c. OED will identify a baseline and set achievable improvement goals for the survey question, "Everyone at OED is treated fairly regardless of individual differences, such as ethnic background, race, age, disability, sexual orientation, gender or gender identity."
- d. OED will identify a baseline and set achievable improvement goals for the survey question, "My manager creates an environment that is trusting and open."

- e. 90% or higher of survey respondents and focus group participants will report that they can apply information from equity and inclusion offerings (trainings, toolkits, presentations, etc.) to their work, either through improving workplace culture or in how they serve OED's customers.

IMPLEMENTATION AND ROLES

- a. The director and executive team are responsible for communicating and championing the importance of the goals and strategies to their leadership teams and represented employees. The executive team is also responsible for allocating staff to collaborate with the Equity and Inclusion Office when strategies require input or assistance from specific divisions or teams.
- b. The equity and inclusion director is responsible for sharing regular progress reports with other executives, discussing any collaboration requests as needed with other executives, and assigning tasks to the Equity and Inclusion Office staff.
- c. The Equity and Inclusion Office staff are responsible for managing each strategy as a project, identifying which projects require input or assistance from specific divisions or teams in the agency, requesting reasonable support when needed, and tracking progress and outcomes.
- d. Leadership teams are responsible for communicating and championing the importance of the goals and strategies to their direct reports. They are also responsible for assigning and supporting staff in collaborating with the Equity and Inclusion Office.

MEASURES

OED will measure success through Workday demographic and training reports, employee surveys, and focus groups.

STRATEGIES

Strategies for Goal 1 - OED will continue to foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity:

- a. Offer 10 or more events or learning opportunities with discussion time to highlight the experiences and needs of different employee groups, potential candidates, and customers, including older and younger people (generational diversity), women in leadership, people whose first language is not English, migrant seasonal farmworkers, guest workers, people experiencing houselessness, Veterans, and people with substance use disorder, digital divide, or digital generation gap.
- b. Create a toolkit for recruitment-based open houses and information sessions to help hiring managers communicate with all potential candidates (both internal and external) about the role being recruited for, the agency's emphasis on equity and inclusion, and

how candidates can prepare for the application and interview process. The toolkit will include recommendations for how to share the open house announcement with historically underrepresented and under-resourced groups.

- c. Continue supporting a wide range of empowerment groups, with a focus on historically underrepresented and under-resourced groups, and explore increasing the minimum time allotment for empowerment group participation.
- d. Offer five or more training opportunities on toolkits or other guidance related to equity and inclusion. Examples may include the Equity Circles Toolkit, Inclusive Language Guide, and 4 Ds and 5 As of Bystander Intervention.
- e. Continue holding regular equity circles or similar team-based discussions provided by the Equity and Inclusion Office.
- f. Continue sharing educational newsletters on equity and inclusion topics with all employees, with a goal of releasing 12 or more newsletters throughout the biennium.
- g. Continue using and updating the equity guidance created in the 2023-2025 biennium for the recruitment and interview process. This guidance is a tool for proactively preventing or reducing unintended unequal impacts of the recruitment and interview process on historically underrepresented or under-resourced communities and promote fair opportunities for all candidates.
- h. Continue using and updating the internal equity framework created in the 2023-2025 biennium. This framework is a tool for proactively preventing or reducing unintended unequal impacts of policies, practices, and projects on our employees from historically underrepresented or under-resourced communities and promote a fair workplace for all.
- i. Continue promoting OED's recruitments through our Business Services team to reach underrepresented communities.
- j. Continue implementing and updating the strategic communications plan on its equity and inclusion work that was created in the 2023-2025 biennium.
- k. Continue training all employees on bystander intervention and racial equity.
- l. Continue expectation for all managers to complete a minimum amount of training or activities on equity and inclusion topics and allocating a minimum number of hours for employees to engage in equity and inclusion activities. Document manager requirements and outcomes through the Performance, Accountability, Feedback (PAF) process.
- m. Continue supporting the formation or ongoing work of division-level equity and inclusion committees.
- n. Continue using and updating the exit interview process developed in the 2023-2025 biennium.

- o. Continue surveying employees through different formats to inform OED's equity and inclusion work and take action on opportunities to improve.
- p. Continue partnership between Human Resources and Equity and Inclusion Office to review and discuss multiple aggregated data points (i.e. organizational diversity, retention and advancement rates, language requests, overall climate, etc.) to inform OED's equity and inclusion work and take action on opportunities to improve.

Strategies for Goal 2 - OED will achieve proportionate (8.3%) representation of people with disabilities at all levels of the agency:

- a. Twice a year or more, OED will ask relevant empowerment groups for their input and recommendations on promoting an inclusive and representative workplace for people with disabilities and follow up with the group(s) on how their recommendations are being used.
- b. The recruitment open house toolkit from Goal 1 will include a specific focus on people with disabilities, including how to request a reasonable accommodation in the recruitment process and disability inclusion at OED.
- c. Regularly invite feedback from employees with disabilities on their experience within the agency, including on the reasonable accommodations process and how the agency can support inclusive best practices.
- d. Regularly invite employees to check and update their disability status within Workday for the purposes of reporting accurate information on employee demographics.
- e. Continue implementing and updating the framework created in the 2023-2025 biennium for creating more accessible employee trainings.

Strategies for Goal 3 - OED will achieve proportionate representation (30%) of managers of color in higher-level supervisory management roles, defined as Supervisor 2 and higher:

- a. Twice a year or more, ask relevant empowerment groups for their input and recommendations on promoting an inclusive and representative workplace for higher-level supervisory managers and follow up with the group(s) on how their recommendations are being used.
- b. The recruitment open house toolkit from Goal 1 will include a specific focus on outreach to communities of color. OED's goal will be to use the toolkit for Supervisor 2 positions and higher, with rare exceptions in the case of emergency recruitments.
- c. Continue supporting mentorship and other professional development opportunities that center the needs of employees of color and are open to all employees. OED will collaborate with relevant empowerment groups for their input and recommendations to help center the needs of employees of color.

- d. Continue offering trainings for all employees that recognize the strengths of employees of color and support their professional development and advancement.
- e. Continue checking management recruitments for Supervisor 2 positions and higher for proportionate (30%) representation of applicants of color. If there is not proportionate representation, we will use strategies such as extending the application period, advertising the position with professionals of color, etc.

Complaint Options

See Appendix C for a flowchart.

Formal/informal

Employees can file complaints in one of the following ways:

- Complete and submit the OED Complaint Form to Agency Director or Division Director; Union Steward; Management, HR, Department of Administrative Services (DAS) Chief Human Resources Office, Human Resources Business Partner, or the Agency Designee;
- Report complaint verbally to Agency Director or Division Director; Union Steward; Management, Human Resources, DAS Chief Human Resources Office, Human Resources Business Partner, or the Agency Designee; and/or
- Report complaint by email or fax to Agency Director or Division Director; Union Steward; Management, Human Resources, DAS Chief Human Resources Office, Human Resources Business Partner, or the Agency Designee.

Contact information

- HR Director, Kristin Kahler Jones – kristin.k.jones@employ.oregon.gov; (503) 930-1548
- HR Deputy Director, Jason Baurer – jason.w.baurer@employ.oregon.gov; (503) 932-6932

Complaint information (intake, processing, timeframe, procedure)

1. Employee (Complainant) files a complaint in accordance with [DAS Policy 50.010.03 – Maintaining a Professional Workplace](#) or [DAS Policy 50.010.01 – Discrimination and Harassment Free Workplace](#) in one of the following ways:
 - a. Completes and submits the OED Complaint Form to Agency Director or Division Director; Union Steward; Management, HR, OEI, DAS CHRO, Human Resources Business Partner, or the Agency Designee;
 - b. Reports complaint verbally to Agency Director or Division Director; Union Steward; Management, HR, OEI, DAS CHRO, Human Resources Business Partner, or the Agency Designee; and/or

- c. Reports complaint by email or fax to Agency Director or Division Director; Union Steward; Management, HR, OEI, DAS CHRO, Human Resources Business Partner, or the Agency Designee.
 - d. All complaints received will not be arbitrarily dismissed.
2. Once received, the complaint is routed to the Agency Designee responsible for addressing the complaints.
- a. The Agency Designated Individual or their designee must respond in writing to all sources submitting a complaint within 48 hours by acknowledging the complaint or allegation submitted and advise the complainant that an additional review will be completed to next steps needing to be conducted.
 - b. If the complaint is received by management, then management will consult with Human Resources to determine if a formal investigation is necessary.
 - i. If, through consultation with Human Resources, it is determined that an investigation is unnecessary, HR will provide guidance and direction to management on appropriate next steps.
 - If Human Resources identifies that the complaint received is related to an employee's work performance that can be corrected through coaching, no investigation will be conducted, and Human Resources will provide management with guidance and/or direction on how to address.
 - Once identified that no investigation is needed, the complainant will receive a closure letter from Human Resources.
 - ii. If the complaint received appears to have credible information regarding conduct, behavior, or decision-making of significant wrongdoing, misconduct, or ethical lapses or any complaint surrounding discrimination, sexual harassment, wrongful termination, defamation, or retaliation, then a formal investigation will be conducted.
 - An interview will be scheduled with the complainant to ensure all information regarding the complaint is known as well as all parties with information related to the complaint.
 - c. If the complaint is received by Human Resources, an assessment will be made by the Agency Designee (who sits in Human Resources) to identify if any policy and procedures have been violated and to what extent that policy and procedure has been violated.

- i. If Human Resources determines an investigation is unnecessary, guidance and direction will be provided to management on appropriate next steps to resolve the issue and Human Resources will send a closure letter to the complainant upon management completing the next steps Human Resources identified. Next steps could include, but are not limited to additional training, mediation, coaching, and/or counseling.
 - ii. If Human Resources has credible information that violations meet the threshold to warrant an investigation (i.e. conduct, behavior, or decision-making of significant wrongdoing, misconduct, or ethical lapses or any complaint surrounding discrimination, sexual harassment, wrongful termination, defamation, or retaliation), Human Resources will conduct a thorough investigation into the complaint, starting with an interview with the complainant, followed by interviews with all parties involved.
 - iii. All complaints to be investigated will have an investigation begin as soon as possible but no longer than 30 days of receiving the complaints, with the target date for completing the investigation to be 120 days (as outlined in Article 20, section 6 of the CBA). If an investigation will exceed 120 days, then the HRBP or Human Resources designee will notify the Human Resources Deputy Director and the union (when applicable) of the delay and the circumstances surrounding the delay.
 - iv. If it is determined that the complaint reported is related to a violation of the DAS Harassment and Discrimination policy, Human Resources will consult with OEI to ensure they are made aware of the complaint and to allow OEI the opportunity to provide input on any possible resources and/or support for individuals that the investigation has identified as being harmed.
3. Upon completion of the investigation, a final internal summary of the investigation will be completed, and management will be made aware of any concerns identified and recommendations for addressing those concerns. As well, at this time the complainant will also be notified of the following through an investigative closure letter:
 - a. Whether the complaint was substantiated, unsubstantiated, or found to be inconclusive as well as the process should they not agree with the outcome (see Appeal Process below); and
 - b. All confidential information regarding any level of discipline or corrective action imposed will not be shared.
 - i. Any witnesses and others involved in the investigative process will receive a closure notice when the investigation is complete as well.
4. Upon receipt of the closure letter, if the complainant agrees with the outcome, the issue is considered closed.

5. Upon receipt of the closure letter, if the complainant does not agree with the outcome, the complainant may appeal the determination in writing to the HR Director or HR Deputy Director (see Appeal Process below) of the agency.

Appeals Process

1. Upon receipt of the appeal from the complainant, the HR Director or HR Deputy Director will review all aspects of the investigation and its outcome to determine one of the following:
 - a. There is sufficient evidence to support the investigation to be reopened; or
 - i. If determined that sufficient evidence exists to reopen investigation, a different HRBP or Human Resources designee will be assigned to the complaint and upon the completion of the additional investigation, the complainant will be notified of the outcome, regardless of whether the outcome changes.
 - b. The initial investigation outcome is affirmed, and the complainant is notified.
2. If the Complainant does not agree with the outcome of the appeal review, they may appeal to the next higher level (Agency Director or Designee) for review.
3. The Agency Director (or Designee) is the final determiner in this process. Decisions made at this level are final.

Succession Plan

OED sent its succession plan to the Department of Administrative Services in December 2023, and its plan was accepted.

Contracting [ORS 659A.015]

From July 1, 2022, through June 30, 2023, OED awarded 11 service contracts with five different vendors certified by the Certification Office for Business Inclusion and Diversity (COBID). COBID promotes opportunities for disadvantaged business enterprises, minority-owned businesses, woman-owned businesses, businesses owned by service-disabled Veterans and emerging small businesses. The total amount between both contracts and applicable amendments was \$2,866,960. The agency continues to follow state procurement policy and provide contracting opportunities for COBID-certified businesses. The agency also attended the 2024 Governor's Marketplace Conference and Tradeshow to engage with potential vendors.

Appendix A - State Policy Documentation

- a. [ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)
- b. [Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)
- c. [Statewide Employee Training](#) (Statewide policy 10.040.01)
- d. [Recruitment and Selection](#) (Statewide policy 40.010.02)
- e. [Workplace Effects of Domestic Violence, Harassment, Sexual Assault, and Stalking](#) (Statewide policy 50.010.04)
- f. [Candidate Preference in Employment](#)
- g. [Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)

Appendix B – Federal Documentation

- A. Age Discrimination in Employment Act of 1967 (ADEA)
- B. Disability Discrimination Title I of the Americans with Disability Act of 1990
- C. Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- D. Equal Pay and Compensation Discrimination Equal Pay Act of 1963
- E. Title VII of the Civil Rights Act of 1964
 - i. National Origin Discrimination
 - ii. Discrimination
 - iii. Race/Color Discrimination
 - iv. Religious Discrimination
 - v. Sex-Based Discrimination
 - vi. Sexual Harassment
- F. Enforcement Guidance on Retaliation and Related Issues
- G. Executive Order 11246 (OFCCP regulations)

Appendix C – Agency Documentation

Policy Links

The following links lead to agency policies and guidance. Employees, partners, and members of the public may access this information through the posted Affirmative Action Plan, which is available [at https://www.oregon.gov/employ/Agency/Pages/Equity-and-Inclusion.aspx](https://www.oregon.gov/employ/Agency/Pages/Equity-and-Inclusion.aspx). Employees may also access the Affirmative Action Plan on the agency's intranet (EDweb) under Human Resources, and a printout is physically posted at all worksites.

- [Veteran resources and Veteran Preference information](#)
- [Reasonable Accommodation](#)
- [Gender Identity and Expression Procedure](#)
- [Interview Scoring Criteria used during recruitment](#)
- [Equity and inclusion questions used during recruitment](#)

Affirmative Action Policy Statement

We are committed to achieving a workforce that represents the diversity of Oregon's communities and providing our employees and customers with fair and equal employment opportunities. We strive to offer equal employment opportunities to all applicants and employees by making non-discriminatory employment-related decisions. All of our employment practices comply with the state's Affirmative Action Guidelines and state and federal laws for all protected classes.

Protected classes under federal or state law include race; color; national origin; sex (includes pregnancy-related conditions); religion; age (18 and older); physical or mental disability; marital status; family relationship; sexual orientation; gender identity; whistleblower; expunged juvenile record; injured worker; a person who uses leave covered by the federal Family and Medical Leave Act, Oregon Family Leave Act, or Paid Leave Oregon; a person who uses military leave; a person who associates with a protected class; a person who opposes unlawful employment practices, files a complaint, or testifies about violations or possible violations; and any other protected class as defined by federal or state law.

We will implement an affirmative action plan and make it widely known that equal employment opportunities are available based on individual merit.

We will survey and analyze our workforce on an annual basis to determine what steps, if any, are needed to promote this equal employment policy effectively and to redress prior discrimination, if any, by programs against protected groups.

We believe this annual survey will ensure nondiscrimination in all of our employment actions and create a supportive environment for qualified workers of all backgrounds.

The objectives of this policy are to:

- Include and recognize the uniqueness of qualified people of all abilities and all protected groups in the agency and all workplaces throughout Oregon.
- Create an environment that fosters open communication about differences and empowers each individual to do their best work in serving Oregonians and Oregon businesses.
- Aim to hire, promote, and retain qualified members of protected groups in all job categories at rates that mirror the larger workforce hiring rates.
- Identify and remedy employment practices that treat employees differently or have negative impacts on members of protected groups.
- Engage outreach efforts to recruit and improve job retention for qualified members of protected groups, ensuring the non-discriminatory promotion of jobs.
- Monitor progress in recruitment, hiring, promotion, transfer, and retention of qualified members of protected groups in all job categories.
- Ensure that our employees are not discriminating against one another, customers, partners, or other interested parties.
- Facilitate cultural intelligence of our employees to provide a supportive environment for qualified workers of all backgrounds and to improve services to the diverse communities we serve.

You can find our affirmative action policy on our website, intranet, and in high-traffic areas at every agency worksite.

Agency Diversity and Inclusion Statement

We foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, Veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. Our goal is to be an employer of choice for individuals of all backgrounds and to promote an inclusive workplace culture that encourages diversity and allows employees to excel.

The agency's diversity and inclusion statement is posted on the agency's public website and in every posted recruitment. The statement also is included in the all-staff emails sent by the agency's Equity and Inclusion Council and is the first paragraph of the council's charter, which is posted on the agency intranet.

Required Training, Education, and Development Activities

Disability Awareness, Accessibility, Communication, and Customer Service

- Five online modules
- Takes approximately 45-60 minutes to complete
- At the end of the modules, participants are able to:
 - » Demonstrate increased disability awareness
 - » Understand the difference between equity vs. equality
 - » Develop strategies to communicate with and provide services to customers with a wide range of disabilities

Language Assistance

- One online module
- Takes approximately 20 minutes to complete
- At the end of the module, participants are able to:
 - » Understand the agency's obligation to provide meaningful access to agency services to all of our customers with limited English
 - » Use the agency's video and phone interpretation services and translation services

ADA Reasonable Accommodation and Policy

- One online module and policy acknowledgment
- Takes approximately one hour to complete
- At the end of the module, participants are able to:
 - » Understand the requirements, responsibilities, and resources we have as employees and managers in providing reasonable accommodations

Gender Identity and Expression Procedure

- One online module and policy acknowledgment
- Takes approximately 10 minutes to complete
- At the end of the module, participants are able to:
 - » Understand the requirements, responsibilities, and resources we have as employees and managers in providing an inclusive and respectful environment for agency customers, employees, contractors, subcontractors, vendors, and interns of all gender identities

Equity and Inclusion Overview

- A live, 45-minute presentation for new employees
- At the end of this presentation, participants are able to:

- Understand the agency's high-level equity and affirmative action goals
- Explain the concepts of diversity, equity, and inclusion
 - » Use the resources provided to learn more about reasonable accommodations, language access, affirmative action, the agency's equity framework, required and optional trainings, and agency policies and procedure related to equity and inclusion

Culture Matters Part 1: Managing Unconscious Bias

- A highly interactive, half-day training designed to help individuals enhance their cultural awareness and understand the effect of unconscious bias on workplace performance
- Includes practical strategies for improving performance when working across cultures
- Participants draw upon research-based findings to improve their self-awareness and to develop the first steps to relating and working with cultural intelligence
- At the end of this training, participants are able to:
- Demonstrate increased awareness of their own cultural identities
- Understand the sources of unconscious bias and its role on how they interact and work with others
- Develop strategies to combat bias and to use differences to improve intercultural performance

Culture Matters Part 2: Bystander Intervention Skill Building

- A highly interactive, seven-hour training to provide tools and practice time for employees to address biased comments, microaggressions, or even harassment in the moment.
- At the end of this training, participants are able to:
- Demonstrate skills to speak out in response to those, "Did they really just say that?!" moments
- Explain strategies for receiving feedback on their own biases
- Explain restorative approaches to improving their workplace interactions.

Conflict Transformation & Racial Equity Capacity-Building Series from Subduction Consulting (required for some agency divisions and optional for others)

- A highly interactive, 18-hour training series, designed to help participants unpack and deepen their understanding of the physiological, psychological, interpersonal and institutional dynamics of conflict and structural racism.
- At the end of this training, participants have experience in:
 - » Exploring the ways in which each of their lives, and the world in which they live, have been shaped by the patterns of colonization and anti-Black racism.
 - » Understanding how they respond to conflict and what strategies might lead to more productive outcomes.

- » Considering what is within each of their individual power to shift and change within systems outside their control, and how they can collectively create more just, human-centered relationships, programs, and systems at the agency.

Equity Circles

The agency's Equity and Inclusion Council developed the 'equity circle' education and activity in early 2021. Equity circles are dedicated space and intentional time for each level of agency team to share, discuss, and reflect on diversity, equity, and inclusion topics. By participating in equity circles, employees can cultivate a supportive mindset for equitable and inclusive practices and develop useful skills to be a change agent. The council workgroup developed all project materials, including the vision, goals, framework, group agreements, resource list, manager instructions, and participant survey.

The project structure is that the team manager and a rotating volunteer employee select two equity circle resources to share with the team in advance of a group discussion. Team members are allotted time to view and read at least one of the council resources in advance of the team discussion. The team manager reviews the group agreements with all employees at

the beginning of the team discussion. Depending on team size, the resources are then discussed in either small breakout groups or as one group. If the team uses small breakout groups, they end with a full team discussion using a list of recommended discussion questions. The manager and rotating volunteer facilitate the full team discussion. After the discussion, the manager sends the team the participant survey and additional resources.

Given their critical role in advancing equity and inclusion within the agency, team managers take the lead in coordinating equity circles for at least 60 minutes a quarter for each team. Equity circles can either be completed in one long session or spread out over multiple sessions. They are either added to regular team meeting agendas or are created as separate team meetings. Options are provided to allow flexibility for each team to adapt the equity circles to their needs.

EQUITY AND INCLUSION RECRUITMENT QUESTION GUIDE FOR MANAGERS



The Commitment Statement

The Oregon Employment Department (OED) fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity — regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and to promote an inclusive workplace culture that encourages diversity and allows employees to excel.

[Oregon's protected classes](#) include race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age (18 years and older), veteran status, disability, status as a victim of domestic violence, harassment, sexual assault, and stalking; physical and mental disabilities, mental health, and all [federally protected statuses](#).

Why diversity, equity, and inclusion (DEI) questions matter

Diversity, equity, and inclusion (DEI) interview questions are necessary and important to evaluating a candidate's general knowledge and understanding for the advancement of DEI in the workplace.

These types of questions allow panelists to learn how candidates have managed difficult conversations and uncomfortable situations that center on DEI experiences. We will not use these questions to assess a candidate's personal identity. Instead, DEI interview questions will help us build a workplace culture that aligns with the values of the Oregon Employment Department: Integrity, Respect, and Community.

Department of Administrative Services (DAS)

DAS has asked that agencies not use essay questions in the initial application through Workday. Therefore, OED uses a multiple-choice DEI question in every job posting. We provided the multiple-choice question below. Each subsequent screening process is required to include one additional DEI question. The screening process may include, but is not limited to, a phone interview, emailed questionnaire, and an in-person or virtual interview.

Required multiple-choice question for job postings

If hired for this position, will you work to carry out our vision of enabling the state's diverse people and businesses to realize their full potential, creating prosperity in every community? (Yes/No)

By answering “Yes,” applicants affirm their willingness to carry out the agency’s vision statement and the agency’s commitment to this vision.

All job postings should include the following:

- List the desired attributes (or what we’re looking for) as having a “commitment to valuing diversity and promoting inclusion”
- Post diversity and inclusion question in the multiple-choice section of the job posting

Please contact your recruitment partner or the [Equity and Inclusion Director](#) with any questions.

Interview guidance

- For any screenings outside the multiple-choice questions in the job posting — such as phone interviews, emailed essay questions, and in-person interviews — select one of the essay questions from the list below. You must ask a different DEI question in every interview round.
 - ▶ For example, if you initiate the recruitment with a phone interview, you must ask one of the questions. If the recruitment continues to the second phase, you must ask another one of the questions. If the recruitment continues to a third stage, you must ask a third question. In this scenario, you must ask three different DEI questions from the approved list.
- If you have an alternate DEI-focused question you want to use for a particular interview, please send it for **advanced approval**, to both the [Equity and Inclusion Director](#) and the HR Business Partner assisting with the recruitment.
- Be intentional in choosing the DEI question, and consider why you are choosing the question. A person’s lived experiences and knowledge gained from these experiences matter. Ask questions that will help you learn about those experiences.
- Use the **Guidance on DEI interview questions** provided below to evaluate and score the candidates’ responses.
- Please contact the [Equity and Inclusion Director](#) with any questions or concerns.

DEI interview questions (one per screening stage)

The following questions should help identify areas of knowledge and skillsets on diversity and inclusion. They will also help guide what additional equity training and development plans the final candidate may need. We will not use these questions to assess a candidate's personal identity. Candidates may speak about their personal identities when answering the questions, but they are not required to do so to answer the questions.

Direct questions:

1. In relation to diversity, equity, and inclusion, how do your work, school, volunteer, and/or life experiences prepare you for this position?
2. What if you witnessed someone discriminated against or mistreated in the workplace? Besides reaching out to Human Resources, what would you do?
3. In what ways do you see public benefit programs failing to support people who have been historically underserved? How would you work to address this issue, either individually or as part of a public benefit program?

Scenario questions:

1. You've offered an analysis of a racial inequity that is occurring in your program to a colleague. They respond by saying, "Why do we have to bring race into it? Aren't we past this now?" How might you respond to your colleague?
2. You overhear a coworker tell a customer/claimant, "Your name is too hard to pronounce, can I just call you Jay?" How might you respond in this situation?
3. You overhear your coworker remark to a customer/claimant, "Your English is so good! I can hardly even tell you're not from here." How might you respond in this situation?

Leadership questions: ONLY for candidates seeking a leadership position

1. Our agency is committed to addressing racial and economic disparities in Oregon. How might you go about supporting this essential work in this role?
2. A member of your staff who is Black and openly gay reports to you they have been targeted by a coworker with jokes about their sexuality and rude comments about their cultural cuisine. How do you respond?
3. You have just received a report with data indicating there is racial disparity within your program that affects Black, Indigenous, and Latinx customers. What steps will you take to begin to mitigate the disparity?

4. Through our Affirmative Action Plan, the Oregon Employment Department is working to increase the proportion of employees with disabilities and increase the proportion of women and employees of color in higher-level supervisory management positions. Describe how you will work to advance these initiatives.

Guidance on DEI interview questions

Diversity, equity, and inclusion (DEI) is not just a phrase; each word speaks to distinct values. We provide the definitions, and related terminology, to each panelist to ensure they all have the same understanding and meaning.

Diversity: The representation of different and unique identities, characteristics, experiences, and perspectives; a person is not diverse, but rather the agency, and teams within the agency, should be diverse.

Equity: Giving everyone what they need to succeed by increasing access, resources, and opportunities for all — especially for those who are underrepresented and have been historically disadvantaged. Equity is not equality; equity ensures fairness.

Inclusion: A welcoming culture in which we celebrate differences. Inclusion means everyone is valued, respected, and able to reach their full potential. It occurs by a commitment to ensure people feel valued and belong to the organization.

Microaggression: The everyday, subtle, intentional — and oftentimes unintentional — interactions or behaviors that communicate some sort of bias toward historically marginalized groups.

Discrimination: The act of making unjustified distinctions between people based on the groups, classes, or other categories to which they belong or are perceived to belong. People may discriminate against others based on race, gender, age, religion, disability, sexual orientation, and other categories.

Diverse Workplace: A workplace composed of employees with varying characteristics, such as different gender or gender identity, race, ethnicity, sexual orientation, religion, etc.

Lived Experience: Lived experiences are the things someone has personally experienced that give them a knowledge or understanding that not all other people may have.

Guidelines for a “quality response” are essential to maintaining consistency and fair assessments of candidates’ responses. The guidelines will help elicit information about the candidate’s understanding, skillset, and commitment to diversity, equity, and inclusion. The following is a comprehensive list of potential desired outcomes from a candidate’s response. The guidelines may be relevant to more than one question.

Direct questions

- Demonstrates knowledge and understanding of the terms (diversity, equity, and inclusion)
- Demonstrates conflict-management skills and the ability to navigate uncomfortable conversations
- Acknowledges the challenges and difficulties of this work
- Identifies specific steps they’ve taken and additional growth and resources they desire
- Provides examples of how they would support and follow-up with a co-worker who may have experienced harm
- Demonstrates ability to problem-solve difficult and unexpected situations
- Recognizes and demonstrates understanding to minimize biases in the workplace

Scenario questions

- Demonstrates importance of acknowledging and validating their co-workers’ feelings and concerns
- Speaks to knowledge of personal impact of biases, as well as the impact on others
- Self-awareness of their own biases
- Highlights abilities to de-escalate or minimize a situation of conflict
- Provides examples of how they would support and follow-up with a co-worker who may have experienced harm
- Demonstrates ability to problem-solve difficult and unexpected situations
- Demonstrates conflict-management skills and the ability to navigate uncomfortable conversations
- Recognizes and demonstrates understanding to minimize biases in the workplace
- Identifies specific steps they’ve taken and additional growth and resources they desire

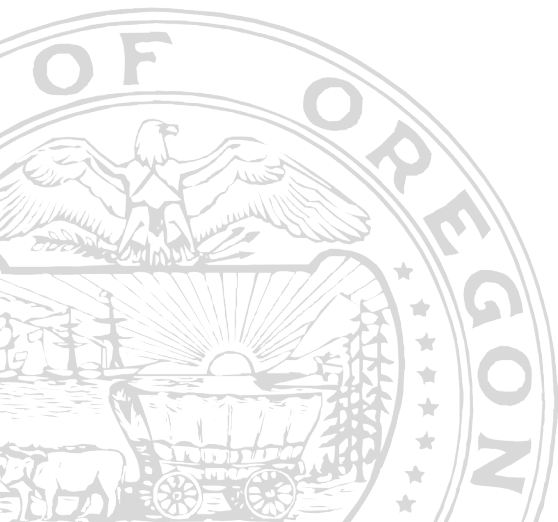
Leadership questions

- Provides relevant details to a learning experience, with actions or steps they've taken, and gives reason to their "why" or "motivation"
- Self-awareness of their own biases
- Provides examples of how they would support and follow-up with a co-worker who may have experienced harm
- Demonstrates conflict-management skills and the ability to navigate uncomfortable conversations
- Recognizes and demonstrates understanding to minimize biases in the workplace
- Demonstrates ability to lead team members through DEI-related conflicts

The Oregon Employment Department (OED) is an equal opportunity agency. OED provides free help so you can use our services. Some examples are sign language and spoken-language interpreters, written materials in other languages, large print, audio, and other formats. To get help, please call 503-947-1444. TTY users call 711. You can also send an email to communications@employ.oregon.gov.

El Departamento de Empleo de Oregon (OED) es una agencia de igualdad de oportunidades. El OED proporciona ayuda gratuita para que usted pueda utilizar nuestros servicios. Algunos ejemplos son intérpretes de lengua de señas e idiomas hablados, materiales escritos en otros idiomas, letra grande, audio y otros formatos. Para obtener ayuda, por favor llame al 503-947-1444. Usuarios de TTY pueden llamar al 711. También puede enviar un correo electrónico a communications@employ.oregon.gov.

ADDING EQUITY AND INCLUSION INTO MANAGERS' PERFORMANCE, ACCOUNTABILITY, AND FEEDBACK (PAF) PLANS



SUPPORT BUSINESS | PROMOTE EMPLOYMENT

PURPOSE

At OED, we are committed to honoring our agency's values of respect, integrity, and community — as well as the [State of Oregon's Diversity, Equity, and Inclusion \(DEI\) Action Plan](#) and associated laws. To do this, we're actively reviewing and improving structures, policies, processes, and systems to prioritize diversity, equity, and inclusion. Our [Affirmative Action Plan](#) and [DEI Plan](#) have ambitious, achievable goals that support these efforts.

This guidance document for supervisory managers helps us meet our DEI Plan goals 11.14 and 11.15 and the requirements of managers under [ORS 659A.012](#).

These DEI goals are to:

- ➡ Allocate a required minimum number of hours for all managers to participate in training on topics such as unconscious biases, anti-racism, restorative justice, and facilitation skills, and
- ➡ Embed accountability for promoting equity into all supervisory managers' performance plans.

Managers are essential in implementing equity and inclusion across all agency processes and promoting a safe, fair, inclusive workplace and customer service experience. Many of OED's managers are strong supporters of this work and regularly support their teams in serving on internal DEI committees, attending DEI events and trainings, and sharing their ideas for increasing equitable outcomes. These goals support managers in having dedicated time for professional development related to DEI and connecting their work to the agency's overall DEI goals.

REQUIRED DEI PROFESSIONAL DEVELOPMENT FOR SUPERVISORY MANAGERS

Starting June 1, 2024, all supervisory managers should complete at least three hours of DEI professional development every quarter. Non-supervisory employees have the option to participate in a minimum of three hours of DEI professional development per quarter.

- ➡ Check with your manager for your division's implementation plan. Some divisions may choose to provide a higher number of professional development hours.
- ➡ The Equity and Inclusion Office's required trainings, and time spent in Equity Circles, empowerment groups, and internal DEI committees, can count toward the requirement.
 - Participants can consider empowerment groups or internal DEI committees as counting one hour per quarter for each. This gives participants the option of participating in additional activities if they choose.

- Participants can use the time for viewing/reading Equity and Inclusion Council [events](#), [newsletters](#), and [Equity Circle resources](#).
- Participants can use the time for other DEI professional development opportunities they identify, such as external trainings or events.
- Examples of DEI topics include unconscious bias, anti-racism, restorative justice, and facilitation skills.
- Keep track of your own DEI professional development activities and share them during quarterly PAF check-ins.
- Support your non-supervisory employees in using their optional DEI professional development time and ask them to share takeaways during quarterly PAF check-ins.

ADDING DEI INTO SUPERVISORY MANAGERS' PAF PLANS

- Collaborate with any supervisory managers who report to you to either **add** one to three goals for promoting equity and inclusion into each supervisory manager's annual PAF plan, or **incorporate** one to three equity and inclusion goals into their current goals.
 - Include the required DEI professional development time per your division's implementation plan.
- Use the chart under "Manager competencies and sample questions and goals" to help facilitate conversations and create ideas, but feel free to go beyond the provided questions and examples.
- Some sample questions and goals may fit multiple competencies; adapt them to suit your specific needs.

RESOURCES

- [OED's Diversity, Equity, and Inclusion Plan](#)
- [DAS Enterprise Values and Competencies: Competency Guide for Managers](#)
- For more help, please contact your assigned [EIO staff](#) or HR Business Partner
- Contact your HR Business Partner with any other questions about PAFs

MANAGER COMPETENCIES, SAMPLE QUESTIONS, AND GOALS

COMMUNICATION	INNOVATION
<p>Definition: The ability to effectively articulate and exchange information with internal and external partners</p>	<p>Definition: The ability to ensure a process that allows ideas to be evaluated, adopted, and implemented when appropriate</p>
<p>Equity and Inclusion Questions for Developmental Experiences</p> <ul style="list-style-type: none"> • How are you modeling transparency with your team? Do you provide regular equity and inclusion or DEI Action Plan updates to them? • How do you help your team understand our agency's commitment to equity and inclusion? • How are you actively seeking and valuing diverse perspectives when making decisions? Are you providing avenues for your staff to give feedback? • How do you handle resistance or disagreement around equity and inclusion topics and goals? What support do you need to lead these conversations effectively? • Are you partnering with our agency's Communications team for internal and external messaging? In what ways? 	<p>Equity and Inclusion Questions for Developmental Experiences</p> <ul style="list-style-type: none"> • How are you actively seeking and valuing diverse perspectives when you make decisions? Are you providing avenues for your staff to give feedback? • How do you work with teams and individuals outside your division to address complex issues and projects? • For public-facing programs, do you involve community members in your planning? How can you engage individuals from underrepresented communities for meaningful participation?
<p>Example Goals</p> <ul style="list-style-type: none"> • Be open about how decisions are made and ask for feedback in various ways, like surveys, polls, team talks, and shared documents. • Provide regular equity and inclusion updates, including division-specific DEI Action Plan progress, to staff 	<p>Example Goals</p> <ul style="list-style-type: none"> • Involve everyone in shaping the division's goals and strategies, considering different perspectives. • Connect with community groups supporting underrepresented communities. Develop a plan to partner with them, engage, and gather feedback for ongoing improvement.

INTENTIONAL ENGAGEMENT	MENTORING & DEVELOPING PEOPLE
<p>Definition: The ability to consider and appreciate multiple perspectives, backgrounds, and values, integrating them throughout the organization, creating opportunities to effectively achieve organizational goals</p>	<p>Definition: The ability to actively engage employees at all levels of the organization, recognize their potential and support their future career growth</p>
<p>Equity and Inclusion Questions for Developmental Experiences</p> <ul style="list-style-type: none"> • Are you collaborating with EIO? In what ways? • How do you navigate resistance or disagreements about equity and inclusion topics and goals? What support do you need for these conversations? • How do you include diverse perspectives in decision-making? Are there ways for your staff to share feedback? • How do you accommodate various learning styles on your team? Do you offer information and opportunities in different formats? • Are you collaborating with our agency's Universal Access Coordinator? In what ways? 	<p>Equity and Inclusion Questions for Developmental Experiences</p> <ul style="list-style-type: none"> • How would you like to learn more about equity and inclusion principles? • How do you support employees from underrepresented groups? • How are you promoting professional development in diversity, equity, and inclusion with your team? <ul style="list-style-type: none"> – How are you meeting the minimum three hours of DEI professional development per quarter? – Are you providing work time for your team to participate in at least three hours of DEI professional development per quarter? ▪ Tip: The three hours are optional for non-supervisory employees and required for supervisory managers.
<p>Example Goals</p> <ul style="list-style-type: none"> • Include Equity and Inclusion Council member on division interview panels • Set up regular collaboration meetings with an Equity and Inclusion partner • Work with the Universal Access Coordinator to effectively review and apply the agency language access policy to programs and hiring process 	<p>Example Goals</p> <ul style="list-style-type: none"> • Set aside at least three hours for staff to participate in DEI learning and development opportunities. • Encourage and show how to engage in Empowerment Groups, events sponsored by the Equity and Inclusion Council, and trainings offered by the Equity and Inclusion Office. • Work with the Equity and Inclusion Office to identify training opportunities throughout the year

STEWARDSHIP	FOUNDATIONAL COMPETENCY: BUSINESS ACUMEN
<p>Definition: The ability to responsibly manage resources and actively promote a culture in which those resources are effectively utilized</p>	<p>Definition: The ability to manage human, financial, procurement, assets, and information resources effectively to meet the mission of the agency and state</p>
<p>Equity and Inclusion Questions for Developmental Experiences</p> <ul style="list-style-type: none"> • Are you setting aside resources for your team to learn about equity and inclusion? Have you worked with the EIO to find opportunities for your team? • How do your division's priorities match up with our agency's DEI Action Plan? • In what ways do you use or collect demographic data and research to guide program decisions? • Do you know your division's goals in the DEI Action Plan? Are you currently working on any of the goals, or are you interested in working on one or more of them? 	<p>Equity and Inclusion Questions for Developmental Experiences</p> <ul style="list-style-type: none"> • How do you see equity and inclusion as part of our core work at the agency? How are you communicating this to your team? • Are you partnering with EIO? In what ways? • How are you using the agency's Equity Framework to plan your public-facing programs, grant applications, or projects? Have you requested EIO feedback on your initial plan? • When developing a policy, project, or program, how do you ensure equity, inclusion, and access are part of the foundation? How can you partner with EIO to support the development process? • For hiring, what challenges or successes have you seen? How can you partner with EIO and HR to address these challenges or highlight successful approaches? • How do you respond to reports of potential discrimination and harassment? This could include communicating with HR and connecting the affected employee to support/resources? • How do you share information related to ADA and the reasonable accommodations process to your team?

Example Goals	Example Goals
<ul style="list-style-type: none"> • Regularly review diversity and inclusion data and turnover rates to identify what's going well and where we can do better. • Work with an Equity and Inclusion partner to guide our specific diversity goals. Assign a team member or person for each goal and share monthly updates with staff. 	<ul style="list-style-type: none"> • Work with HR and EIO to monitor and address reported incidents of bias, discrimination, and harassment. Check if our resolution processes are working well. • Make sure equity and inclusion are part of our division's main goals, projects, job descriptions, and related teams. • Regularly share our department's vision and goals for equity and inclusion with teams and staff.

Need help?

The Oregon Employment Department (OED) is an equal opportunity agency. OED provides free help so you can use our services. Some examples are sign language and spoken-language interpreters, written materials in other languages, large print, audio, and other formats. To get help, please call 503-947-1794 (toll free). TTY users call 711. You can also send an email to Language@employ.oregon.gov.

¿Necesita ayuda?

El Departamento de Empleo de Oregon (OED) es una agencia de igualdad de oportunidades. El OED proporciona ayuda gratuita para que usted pueda utilizar nuestros servicios. Algunos ejemplos son intérpretes de lengua de señas e idiomas hablados, materiales escritos en otros idiomas, letra grande, audio y otros formatos. Para obtener ayuda, por favor llame al 503-947-1794 (gratuito). Usuarios de TTY pueden llamar al 711. También puede enviar un correo electrónico a Language@employ.oregon.gov.



Employment.Oregon.gov
EDPUB228 (1223)

Samples of Director's Messages

Dear Employment Department colleagues,

There are many themes across the country for the 2023 MLK Day of Service, which is this coming Monday, January 16, and in honor of Rev. Dr. Martin Luther King, Jr. I would like to share some brief thoughts on The King Center's strategic theme, "Cultivating a Beloved Community Mindset to Transform Unjust Systems."

To me, this theme is directly related to our increasing focus here at OED, and across the state enterprise, on increasing racial justice and providing excellent customer service to all Oregonians. A key part of this includes examining and transforming systems to remove barriers to communities of color. We have some excellent resources to help us in this work, including [OED's Equity Framework](#), our growing Equity and Inclusion Office, our Equity and Inclusion Council, and, most importantly, the passion, dedication, and ideas that each of you brings in moving this work forward. I want to thank all of you for your hard work in this area; transforming systems is not easy, but it is critically important. I am proud of what we've accomplished and where we are headed.

I also want to share some of the many options for honoring Dr. King's work and legacy this year. Our Equity and Inclusion Council has listed some options for you below, and I encourage you to participate as you are able:

- [Keep Alive The Dream's annual tribute](#) in Portland (Jan. 16)
- [Eugene/Springfield NAACP MLK March](#) (Jan. 16)
- Grants Pass Remembrance Coalition [community gathering](#) (Jan. 15)
- Portland State University's [Living the Legacy series](#) (in-person and virtual events across multiple dates)
- Hermiston Cultural Awareness Coalition [march](#) (Jan. 16)
- [Chehalem Cultural Center's annual celebration](#) in Newberg (Jan. 16)
- Oregon State University's [41st Annual Commemoration](#) (multiple events and dates)
- [Celebration and rally](#) in Lake Oswego (Jan. 15)

- Multiple [service opportunities](#) throughout Central Oregon (Jan. 16)

Thank you all again, and I hope you have a meaningful weekend as we honor and celebrate Rev. Dr. Martin Luther King, Jr.'s work and legacy.

-David

David Gerstenfeld | Acting Director | **Oregon Employment Department**

503-947-1477 | david.k.gerstenfeld@employ.oregon.gov

Pronouns: he, him

For scheduling, please contact my assistant, Monica Reyna-Dunigan | Desk: 503-947-1474 | Cell: 503-508-4073 | monica.e.reyna-dunigan@employ.oregon.gov

We envision an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community

From: [GERSTENFELD David K * OED](#)
To: [GERSTENFELD David K * OED](#)
Subject: Director's Office message - 2023, July 14 - DEI and Affirmative Action plans, upcoming office visits
Date: Friday, July 14, 2023 7:44:25 AM

Sent to OED_DL_ALL_STAFF

Dear OED Colleagues,

Today, I am very excited to share two important new documents with you: our [2023-25 Affirmative Action Plan](#) and our [Diversity, Equity, and Inclusion Plan](#). Each plan is available on our [public website](#).

Our Equity and Inclusion Office, Equity and Inclusion Council, and Executive Team developed these plans together. These two documents are fundamental to who we are as an agency and how we achieve the goals outlined in our strategic plan. They help us take the necessary steps toward being a truly antiracist organization that reflects the diverse people we serve.

Historically, we know some communities have been treated unfairly. They did not have the same access to government services because laws, programs, and policies did not consider their unique needs and challenges. Too often, the services they did receive caused or made the problems worse. At OED, we want to change the way we do things so fairness is included in everything we do at our agency – from hiring and promoting employees, to creating policies, to providing services.

We update our **Affirmative Action Plan** every two years. For the most recent update, our [Equity and Inclusion Council](#) reviewed employee demographic data from Workday, all-staff surveys, and employee feedback before drafting the goals and the steps to achieve them.

The Council, made up of employees from across the agency and several advisory members, uses this information to learn where our workforce and trends match Oregon's communities and where we still have work to do to ensure our employment opportunities are available fairly to everyone. Our Executive Team gave feedback on the council's draft to help us reach a final plan.

In our **Affirmative Action Plan**, you'll find:

- Employee demographics data (recruitment, promotion, retention) and agency contracts with Certification Office for Business Inclusion and Diversity (COBID)-certified businesses
- Progress made or lost since the last biennium
- OED's **three new goals for 2023-2025** and associated actions:
 1. OED will continue to foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity.
 2. OED will achieve at least proportionate (8%) representation of people with disabilities at all levels of the agency and as documented through Workday reporting, raise awareness of disability inclusion, reduce stigma related to disability, promote universal accessibility practices, and support reasonable accommodation requests.
 3. OED will achieve at least proportionate representation (30%) of managers of color in higher-level supervisory management roles, defined as higher than either a PEM B or Supervisor 1.

Our Affirmative Action Plan goals and actions are also included in our Diversity, Equity, and Inclusion Plan. This plan is a new requirement from Gov. Tina Kotek and aligns perfectly with our vision of ensuring Oregon's diverse people and businesses can do meaningful work and reach their full potential.

In our **Diversity, Equity, and Inclusion Plan**, you'll find:

- A summary of DEI progress over the past five years
- Actions and responsible divisions for each required category: Community

engagement; communications; data; decision-making and budgets; contracting and procurement; diversifying workforce and internal culture (includes all Affirmative Action Plan goals); and service delivery

I want to thank everyone involved with creating these two plans and invite each of you to be part of this work from wherever you are in the agency. These plans are part of our promise to offer fair services and build an environment where everyone in Oregon feels included and valued. Our [Equity and Inclusion Office](#) (EIO) is here to help each part of the agency accomplish their specific goals, and I encourage you to contact EIO staff assigned to your division if you have any questions. Our leadership teams are also fully committed to fulfilling these promises, and I thank them for their dedication.

In closing, I'm excited to share that today is the first day of my **tour of OED offices** around the state. It's been too long since I've had the chance to meet with everyone face to face. I am eager to hear your ideas on how we can improve customer service, be more efficient, and make your life easier. Here's where I'm going to be and when:

- **Friday, July 14:** 1:00 - 2:30 p.m. Dallas; 3:30 - 5:00 p.m., McMinnville
- **Wednesday, July 19:** 8:00 - 9:30 a.m., Albany; 10:00 - 11:30 a.m., Corvallis; 12:30 - 2:00 p.m., Eugene; 3:15 - 4:45 p.m., Roseburg
- **Thursday, July 20:** 8:00 - 9:30 a.m., Grants Pass; 10:15 a.m. - noon, Medford; 2:00 - 3:30 p.m., Klamath Falls
- **Friday, July 21:** 8:00 - 9:30 a.m., Brookings; 12:30 - 2p.m., Coos Bay; 3:00 - 4:30 p.m., Florence

Of course, if we can't connect in-person, you can always reach out to [Executive Assistant Monica Reyna-Dunigan](#) to schedule some virtual time.

Thank you for all the incredible work you each do every day, and I hope to see you soon.

- David

David Gerstenfeld | Director | **Oregon Employment Department**

503-947-1477 | david.k.gerstenfeld@employ.oregon.gov

Pronouns: he, him

For scheduling, please contact my assistant, Monica Reyna-Dunigan | Desk: 503-947-1474 | Cell:
503-508-4073 | monica.e.reyna-dunigan@employ.oregon.gov

We envision an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community

From: [GERSTENFELD David K * OED](#)
To: [GERSTENFELD David K * OED](#)
Subject: Director's Office message - 2023 December 15 - Celebrating progress on equity and inclusion
Date: Friday, December 15, 2023 8:53:15 AM

Sent to OED_DL_ALL_STAFF

Dear OED colleagues,

The end of the year is approaching, which always reminds me to look back on our accomplishments. Today, I'm thrilled to highlight the incredible strides we've made in advancing equity and inclusion across our agency since the commitment we made last May through our [Diversity, Equity, and Inclusion Plan](#). Here's a closer look at some noteworthy achievements:

- **Administrative & Business Services** is working with the Certification Office for Business Inclusion and Diversity (COBID) to gain insights into their vendor process, requirements, and challenges. This will help us understand OED's role and potential improvements to promote contracting opportunities with COBID certified vendors.
- **Communications** is using a new review process with divisions to make sure our internal and public-facing communications use language that's non-violent, gender inclusive, and easy to understand and translate.
- **Contributions and Recovery** has included at least one person from our equity-focused groups (Equity and Inclusion Council, empowerment groups, etc.) in almost every interview panel since July.
- The **Director's Office** hosted a nine-hour series on racial equity for all Executive Team members. The series covered important topics like racial trauma, structural racism, harm mitigation, and repair strategies.
- The **Equity and Inclusion Office** created and delivered an Equity Circles training for all managers, using feedback from over 50 managers to create the training. They also added new [Equity Circle resources](#) and curated lesson plans to cover a wide range of identities and topics, including

communities of color with disabilities, veterans, socio-economic class, neurodiversity, and addiction.

- The **Human Resources and the WorkSource Business Services Team** are working closely together to find ways to smooth the hiring process, use resources wisely, and reach out intentionally to underrepresented groups. This collaboration helps address challenges and improve how we bring in new team members.
- **Information Technology** has found a tool to make our websites more user-friendly for people with disabilities. It will identify areas needing improvement and guide us on meeting accessibility standards. This is a big step in automating the process to improve online accessibility for both employees and external users.
- **Modernization** started a DEI committee, and its first meeting in October was well attended. So far, the committee has surveyed division staff on the current culture and any opportunities to improve it. In January, they will create a charter outline and set group goals.
- **Paid Leave Oregon** built an [Inclusive Language Guide](#), which reflects their customer care principles and Paid Leave values. It focuses on how race relates to gender, disability, socioeconomic status, and harmful language. Being aware of language and its impacts helps us approach our work with a trauma-informed and person-centered perspective.
- **UI's Equitable Access to Unemployment Insurance team** visited nearly every county in Oregon to get feedback from historically under-resourced communities. With the feedback, the team can work to make the Unemployment Insurance program more inclusive and accessible for everyone in Oregon. They've already met with 15 community-based groups and have more focus groups planned with organizations like Afro Village, El Programa Hispano Católico, Rogue Action Center, and Marshallese American Network for Interacting Together.

Workforce and Economic Research is working to make their articles and labor market information easier to understand. They're looking into ways to translate materials and reach more people. They also have in-house translators to make sure the information is culturally sensitive and comprehensive.

- **Workforce Operations** will soon use iSpeak cards to expand our language inclusion toolkit. These are wallet-sized cards displaying the customers' preferred language and English, making it easier to communicate with service providers for faster assistance.

I also want to recognize the hard work of our Equity and Inclusion Council. With support from the Equity and Inclusion Office, they've organized various learning opportunities — including events for National Disability Employment Awareness Month, Hispanic Heritage Month, LGBTQIA2S+, and Native American communities. Their newsletters have highlighted and given greater insight into cultural celebrations and disability awareness. A big thank you to the councilmembers and their managers for supporting these projects. Employees can find links to all available event [recordings](#) and [newsletters](#) on EDweb.

Looking ahead to 2024, we will continue working on our goals across all divisions and providing learning opportunities across the agency. Our Equity and Inclusion Council has some exciting plans for recognizing Black History Month, Deaf History Month, Jewish American Heritage, Arab American Heritage, World Autism Day, and more. I'm eager to learn more myself through their work, see these opportunities for so many others to do the same, and see our continued progress on our goals.

I look forward to sharing even more updates on our DEI goals in the New Year!

-David

David Gerstenfeld | Director | **Oregon Employment Department**

503-947-1477 | david.k.gerstenfeld@employ.oregon.gov

Pronouns: he, him

For scheduling, please contact my assistant, Monica Reyna-Dunigan | Desk: 503-947-1474 | Cell:

503-508-4073 | monica.e.reyna-dunigan@employ.oregon.gov

We envision an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community

From: [GERSTENFELD David K * OED](#)
To: [GERSTENFELD David K * OED](#)
Subject: Dr. Martin Luther King, Jr. Day: A time to reflect and to tact
Date: Friday, January 12, 2024 7:42:46 AM

Sent to OED_DL_ALL_STAFF

Dear OED colleagues,

As we approach Dr. Martin Luther King Jr. Day on Monday, Jan. 15, let's take a moment to commemorate and honor the life, legacy, and impact of Dr. King. This day is not only a celebration, but also an opportunity to reflect on the ongoing work needed for racial justice.

In his last speech the night before he was assassinated, King said, "Like anybody, I would like to live a long life. Longevity has its place. But I'm not concerned about that now, I've seen the Promised Land. I may not get there with you. But I want you to know tonight, that we, as a people, will get to the Promised Land."

When I reflect on that Promised Land Dr. King's spoke of, for me, it is a place where everyone can live, work, and play free from discrimination and other forms of racial injustice. I also know that racial injustice affects all of us: When even one of us is harmed, our community is not whole.

Despite some progress, we still have much work to do to ensure fairness for Oregonians, particularly Black Oregonians. Our Research team's [qualityinfo.org](#) publication "[African Americans in Oregon: A Labor Market Perspective](#)" highlights the stark differences in Black Oregonians' unemployment rates and wages as compared to the entire Oregon labor force. These are ongoing trends, despite Black Oregonians achieving higher education levels and participating in the labor market at a higher rate than the state's overall population.

I am reminded of Dr. King's [1966 article](#) on economic justice where he wrote, "The future is more complex. Slums with hundreds of thousands of living units are not eradicated as easily as lunch counters or buses are integrated. Jobs are harder to create than voting rolls. Harmonizing of peoples of vastly different

cultural levels is complicated and frequently abrasive.”

The work toward racial justice is complex, and it is necessary. At OED, I’m proud we are actively engaged in projects promoting racial justice for our employees and customers. I encourage you to connect with projects in your areas whenever possible. You can learn more about them in our [DEI Action Plan](#) or from your area’s [assigned equity and inclusion staff](#).

For those who are able, here are several ways to honor Dr. King’s legacy this month:

- Learn more about Dr. King’s life, including some [surprising facts](#)
- Attend or watch this [commemoration speech](#) by Keeanga-Yamahtta Taylor at Oregon State University
- Attend a [peace breakfast](#) or [peace march](#) in Corvallis
- Sign up for a day of service in [Bend](#), [Tigard](#), or [Redmond](#)
- Attend a Salem/Keizer NAACP [event](#)
- Check online or in your local community groups for more events

Let’s use this day to reflect, learn, and take actions that contribute to a more just and equitable community.

-David

David Gerstenfeld | Director | **Oregon Employment Department**

503-947-1477 | david.k.gerstenfeld@employ.oregon.gov

Pronouns: he, him

For scheduling, please contact my assistant, Monica Reyna-Dunigan | Desk: 503-947-1474 | Cell: 503-508-4073 | monica.e.reyna-dunigan@employ.oregon.gov

We envision an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community

From: [GERSTENFELD David K * OED](#)
To: [GERSTENFELD David K * OED](#)
Subject: Progress on our Affirmative Action Plan, empowerment groups
Date: Friday, June 28, 2024 8:26:59 AM

Dear OED colleagues,

We are halfway through our two-year [Affirmative Action Plan](#), which is the perfect time to pause and recognize some of the goals we've accomplished in the past year.

One of our goals was to host at least 15 events throughout the biennium. Thanks to the hard work of our [Equity and Inclusion Council](#) (EIC), with the support of our [Equity and Inclusion Office](#) (EIO), we've already offered 12 events in one year!

Here are the events, most of which are available as recordings in Workday Learning:

- [Hispanic Heritage Month Celebration](#)
- [Accommodations and Me](#)
- Living with a Disability as an OED Employee (not recorded)
- [LGBTQIA2S+ History in Oregon](#)
- [Behavioral Health 101](#)
- In Our Own Voices: Panel with the National Alliance on Mental Illness (not recorded)
- [Bridging Cultures: Native American Communities](#)
- [Black History Month: Oregon's Civil Rights Years](#)
- Celebrating Arab Heritage (recording still in production)
- [Come Take a Walk in Our Shoes: Deaf Culture & Communication](#)
- [Asian and Pacific Islander Heritage Fest](#)
- [Jewish American Heritage Month: The Normalization of Antisemitism in America](#)

In the next 12 months, the EIC plans to host events on generational diversity, Veterans, caregivers, restorative justice, the Lunar New Year, neurodivergence, Juneteenth, and more. I learn something new at each event I attend, and I

encourage all of you to attend future events, or, if you cannot, do what I often do which is watch the [recorded offerings](#). All non-supervisory employees can spend up to **three hours per quarter** on diversity, equity, and inclusion (DEI) professional development (this is a required commitment for [managers](#)), and these events are a great use of that time.

I also want to recognize and celebrate our empowerment groups. These are employee-led groups that bring together allies and members of underrepresented communities or those facing workplace barriers. They aim to foster connection, inclusivity, and a sense of community.

A goal of our Affirmative Action Plan was to create four empowerment groups, including ones focused on people with disabilities and leaders of color. We now have these four groups, plus three more!

Almost 100 employees currently participate in empowerment groups, and in a spring 2024 survey of participants, over 85% said these groups help them feel valued and supported in reaching their full potential. I am thrilled at the outcomes of these groups so far and eager to see how they continue to develop over time. You can suggest new groups through the Equity and Inclusion Council's [feedback form](#) or reach out to [members](#) directly.

Here are our current empowerment groups and their sponsors, which you are welcome to join:

- [Leaders of color](#): Chief Information Officer Bill Truex, EIO liaison Rachel Bruneau
- [People with disabilities](#): Deputy Director for Modernization Brad McKinney, EIO liaison V Martin
- [Spanish language learning or practice](#): Communications Director Rebeka Gipson-King, EIO liaison Rebecca Rodas
- [Parents, guardians, and caregivers](#): Workforce and Economic Research Director Bob Uhlenkott, EIO liaison Jasmine Viera
- [Women in the workforce](#): Paid Leave Director Karen Humelbaugh, EIO liaison Rebecca Rodas

- [Queers & Allies \(Q&A\)](#): Unemployment Insurance Director Lindsy Leahy, EIO liaison V Martin
- [Mental health and neurodivergence](#): Unemployment Insurance Deputy Director for Benefits Sara Cromwell, EIO liaison Jasmine Viera

All employees have up to two hours per month to spend in empowerment groups. If you need more time, please ask your manager. And, this time can count as just one hour of DEI professional development per quarter, giving you more time for other DEI activities.

Please join me in celebrating our successes and our continued commitment to an inclusive and fair workplace. We each have a role in honoring this commitment, and I appreciate all that you do to help us move forward.

- David

David Gerstenfeld | Director | **Oregon Employment Department**

503-947-1477 | david.k.gerstenfeld@employ.oregon.gov

Pronouns: he, him

For scheduling, please contact my assistant, Monica Reyna-Dunigan | Desk:

503-947-1474 | Cell: 503-508-4073 | [monica.e.reyna-](mailto:monica.e.reyna-dunigan@employ.oregon.gov)

dunigan@employ.oregon.gov

We envision an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community

Samples of Newsletters



State of Oregon
Employment
Department

OED Black History Month 2024

OUR PEOPLE, OUR VOICES.

Equity and Inclusion Council

February 23, 2024

Black History Month 2024 *Our People, Our Voices*

Black History Month Exhibit

Join The National Museum of African American History & Culture this month to explore the history of African Americans and the arts with five weekly sub-themes – literature and poetry, performing arts, visual arts, music and digital arts. This exhibit has a focus on art as a platform for social justice.

[Learn more here.](#)

Reading List: Arts and Culture

The Heaven and Earth Grocery Store by James McBride. In 1972, when workers in Pottstown, Pennsylvania, were digging the foundations for a new development, the last thing they expected to find was a skeleton at the bottom of a well. Who the skeleton was and how it got there were two of the long-held secrets kept by the residents of Chicken Hill, the dilapidated neighborhood where immigrant Jews and African Americans lived side by side and shared ambitions and sorrows.

Call Us What We Carry by Angela Gorman. This collection of poetry by #1 New York Times bestselling author and presidential inaugural poet Amanda Gorman captures a shipwrecked moment in time and transforms it into a lyric of hope and healing. Gorman explores history, language, identity, and erasure through an imaginative and intimate collage. Harnessing the collective grief of a global pandemic, this beautifully designed volume features poems in many inventive styles and structures and shines a light on a moment of reckoning.

The Memory Librarian by Janelle Monáe. Singer-songwriter, actor, fashion icon, futurist, and worldwide superstar Janelle Monáe and an esteemed cohort of collaborating writers bring to the written page the Afrofuturistic world of their critically acclaimed album, exploring how different threads of liberation -- queerness, race, gender plurality and love—become tangled with future possibilities of memory and time in such a totalitarian landscape ... and what the costs might be when trying to unravel and weave them into freedoms.

My America: Recipes from a Young Black Chef by Kwame Onwuachi. Featuring more than 125 recipes, My America is a celebration of the food of the African Diaspora, as handed down through Onwuachi's own family history, spanning Nigeria to the Caribbean, the South to the Bronx, and beyond. From Nigerian Jollof, Puerto Rican Red Bean Sofrito, and Trinidadian Channa (Chickpea) Curry to Jambalaya, Baby Back Ribs, and Red Velvet Cake, these are global home recipes that represent the best of the patchwork that is American cuisine.

Ghetto Gastro: Black Power Kitchen by Jon Gray, Pierre Serrao, and Lester Walker. Black Power Kitchen gives readers 75 recipes, more than 150 photographs, and thought-provoking contributions on topics ranging from the work of Black mothers to the importance of resistance and rebellion. A celebration of Black culture and an indispensable cookbook, Black Power Kitchen is the first cookbook from Ghetto Gastro, a culinary collective

that uses food as a platform to spark conversation about larger issues surrounding inclusion, race, access, and how food—and knowing how to cook—provides freedom and power.

Events

Black Women Advancing Equity: Community Leaders Creating Inclusive Infrastructure Job Opportunities

Monday, February 26, 2024

12:00 – 1:00 p.m. Pacific Time via webinar

[RSVP Here](#)

This forum, hosted by the U.S. Department of Labor Women's Bureau, will lift up the work of community leaders to address historical equity issues in construction careers, as well as share information on future inclusive job opportunities for Black women in infrastructure.

Presenters include:

- Mayor Tishaura Jones, City of St. Louis
- Danielle Smith, Missouri Equal Opportunity Officer, Department of Higher Education and Workforce Development
- Tammi Flemming, U.S. Department of Labor, Women's Bureau Infrastructure Investment Equity Fellow
- Kim Trent, Deputy Director of Prosperity, Michigan Department of Labor and Economic Opportunity
- Cheryl Sanford, Director of Workforce Programming, MUST Construction Careers

If you have any questions, please email: WB-CHI@dol.gov

Community Cultural Wealth

Monday March 11, 2024, 1:00 - 3:00 p.m.

[Register here](#)

This training centers the perspectives and experiences of employees of color, particularly those interested in moving into leadership roles or into higher-level leadership roles. Allies are welcome.

Join us as we explore the Community Cultural Wealth (CCW) theory, created by Dr. Tara J. Yosso, and learn how we can apply CCW to the workplace to increase the mobility of employees of color and counteract systems that unfairly burden or exclude people of color. This is an opportunity to connect with other employees of color and allies within the agency. Together we will deepen our understanding of culture and envision a future for our agency where the skills and lived experiences of people of color are universally acknowledged and celebrated.

We're excited to see you there as we collectively build a workplace that values and uplifts our communities.

Sponsored by the Agency Director, the Employment Department's [Equity and Inclusion Council](#) is an employee group that provides a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. It envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. Please send your questions, feedback, and ideas for the Council to Teresa.L.Rainey@employ.oregon.gov or [through this form](#).

The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.



Equity and Inclusion Council

March 8, 2024

Celebrating Women's Day: Join Us in Recognizing the Remarkable Women of our Agency



At OED, we take pride in honoring and celebrating the contributions of women in the workplace. As we commemorate International Women's Day, it's important to remember and appreciate the women throughout history whose efforts have gotten us where we are today, as well as the women who continue to advocate for equity in the workplace.

In the early 20th century, most women in the United States did not work outside the home. According to the Census Bureau's report, in 1920 a mere 20% of women were working and gainfully employed. While there isn't specific census data to provide a breakdown of the racial makeup of this 20%, research and historical accounts generally support that women of color were much more likely to work outside the home compared to white women during this period, largely driven by economic necessity. However, these statistics also do not acknowledge the significant labor performed in households — including childrearing, housekeeping, and contributions to family businesses like the production and sale of agricultural products.

Although the first women's movement began in 1848, it took nearly 72 years before women gained official recognition. On June 5, 1920, the U.S. Department of Labor established the Women's Bureau. The bureau was empowered to "formulate standards and policies which promote welfare of wage-earning women, improve their working conditions increase efficiency, and advance opportunity for profitable employment."

In 1920, the 19th amendment was also passed, which gave women the right to vote and own property. It also provided them with equal rights to those of their male counterparts. However, it is essential to acknowledge that this victory primarily benefited white women. Women of color would need to continue fighting for another 45 years before they would receive voting protections. Additionally, it took a subsequent movement to secure protections for women with disabilities with the passing of the Americans with Disabilities Act in 1990.

Often, we may overlook the skills, contributions, and achievements women bring to the workplace, as well as the unique challenges they must navigate. According to the McKinsey 2022 Women in the Workplace Report, women leaders are over worked and under-recognized. Investing time and energy on work that isn't recognized can make it harder for women to advance and significantly increase the risk of burn out. Also, societal expectations often lead women to focus on others' needs rather than getting recognition for their own achievements. However, recognition is one of the most important drivers of great work.

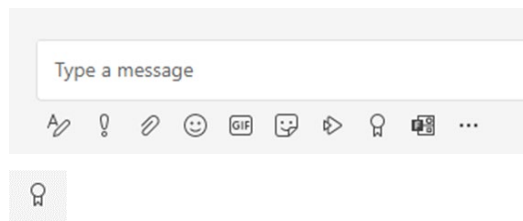
That's why OED and the Equity and Inclusion Council want to encourage you to show appreciation for a woman in the workplace whom you admire. Take a moment to send praise through Teams, an email, or a call. Share how she has made a difference on her team, her work, and our world.

Here are some tips for showing genuine appreciation:

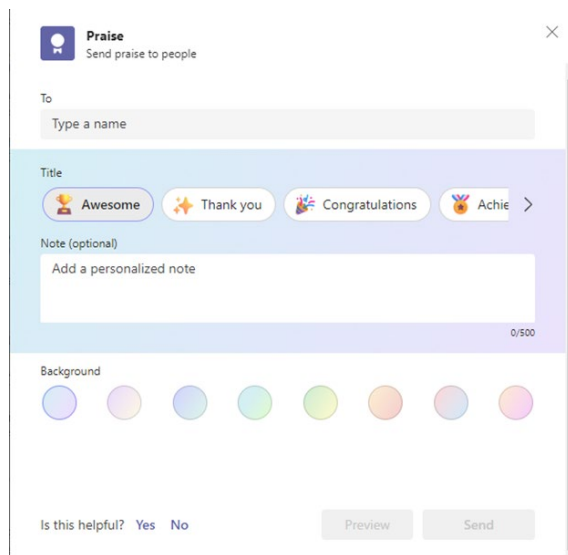
1. Focus on personality traits and inner qualities
2. Acknowledge achievements
3. Appreciate individuality

If you have never shared appreciation in Teams before, it's simple!

Look for this symbol right below the text box where you would usually type a message in your Teams chat:



Then type the name of the person you would like to show appreciation for to begin customizing the message.



Remember, a simple gesture can go a long way in fostering a culture of inclusion and empowerment. Thank you for joining us in this celebration of Women's Day, and the amazing women in our agency.

Additional resources

- [Women in the workforce](#) empowerment group, sponsored by Paid Leave Director Karen Humelbaugh, EIO liaison Rebecca Rodas
- [WorkforceGPS's intersectional resources](#) on supporting women's professional growth and creating inclusive work environments.

Thank you!

Sponsored by the Agency Director, the Employment Department's [Equity and Inclusion Council](#) is an employee group that provides a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. It envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. Please send your questions, feedback, and ideas for the Council to Teresa.L.Rainey@employ.oregon.gov or [through this form](#).

The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.

Regards,

Teresa Rainey
Director of Equity and Inclusion
Pronouns: she, her - Why do [pronouns matter](#)?
Oregon Employment Department
Cell: (503) 586-9240

For scheduling, please contact Perla.A.Brambila-Arechiga@employ.oregon.gov (971-283-0378) and cc Monica.E.Reyna-Dunigan@employ.oregon.gov (503-508-4073)



We envision an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community.



Equity and Inclusion Council

June 13, 2024

Celebrating Pride Month



To continue celebrating Pride Month, the Equity and Inclusion Council would like to highlight some influential members of the LGBTQIA2S+ community who made significant contributions to society as we know it. Read below to learn about their journey and accomplishments!

Celebrating Contributions of LGBTQIA2S+ Figures: Alan Turing and Sylvia Rivera

The contributions of LGBTQIA2S+ figures to society are both profound and far-reaching, touching fields like science, technology, civil rights, and social activism. Among these remarkable individuals, Alan Turing and Sylvia Rivera stand out for their groundbreaking achievements and enduring legacies.

Alan Turing: The Father of Computer Science and Codebreaker*

**content note: mention of death by apparent suicide*

Alan Turing, a British mathematician, logician, and cryptanalyst, is often hailed as the father of modern computer science. His pioneering work during World War II in cracking the Nazi Enigma code significantly contributed to the Allied victory — saving countless lives and shortening the war. Turing's development of the Bombe, a device used to decrypt German messages, showcased his extraordinary genius and problem-solving skills.

Beyond his wartime contributions, Turing's theoretical work laid the foundations for computer science. His concept of the Turing machine became a fundamental model for understanding computation and algorithms, influencing the development of the modern computer. Turing's work also extended into the realm of artificial intelligence, where he proposed the Turing Test as a way to determine machine intelligence.

Despite his monumental contributions, Turing faced severe persecution for his sexual orientation, which was criminalized in the UK at the time. In 1952, Turing's life took a tragic turn when he was prosecuted for "gross indecency," a charge used to criminalize same-sex acts between men. The events leading to his arrest began when Turing reported a burglary at his home. During the investigation, the police learned that Turing had been in a relationship with a man. This information led the police to arrest Turing.

Turing was convicted under Section 11 of the Criminal Law Amendment Act of 1885 and was presented with two options: He could go to jail, or he could be on probation while also undergoing chemical castration.

The conviction had devastating personal and professional consequences for him. His security clearance was revoked, effectively ending his work with the government and promising career. The hormonal treatment caused him significant distress, contributing to his social isolation and deteriorating health.

Tragically, Turing died in 1954 of an apparent suicide at the age of 41. Decades later, in 2013, Queen Elizabeth II officially recognized his contributions and pardoned him. His life and legacy continue to inspire advancements in technology and promote the recognition of LGBTQIA2S+ rights.

Sylvia Rivera: Trailblazer in LGBTQIA2S+ Activism

Sylvia Rivera was a pioneering figure in the fight for LGBTQIA2S+ rights, and her activism and advocacy made a lasting impact on the movement. Born in New York City in 1951, Rivera faced numerous hardships, including homelessness and discrimination, yet she emerged as a formidable force for change.

Rivera is perhaps best known for her role in the Stonewall Riots of 1969, a pivotal event that ignited the modern LGBTQIA2S+ rights movement. As a transgender woman of Puerto Rican and Venezuelan descent, Rivera's presence and activism highlighted how different forms of discrimination intersect. She also showed how marginalized communities face multiple challenges within the broader fight for equality.

In the aftermath of Stonewall, Rivera co-founded the Gay Liberation Front (GLF) and the Gay Activists Alliance (GAA), two of the earliest and most influential LGBTQIA2S+ rights organizations. Recognizing the unique challenges faced by homeless LGBTQIA2S+ youth, Rivera, alongside her close friend and fellow activist Marsha P. Johnson, established the Street Transvestite Action Revolutionaries (STAR). STAR provided shelter, support, and advocacy for homeless transgender and queer youth, offering a lifeline to those most in need.

Rivera's activism extended beyond LGBTQIA2S+ rights. She was deeply involved in the broader struggle for social justice, advocating for the rights of racial minorities, people with very low incomes, and other marginalized groups. Her tireless efforts helped to elevate the voices of those often overlooked within the LGBTQIA2S+ movement, pushing for a more inclusive and intersectional approach to activism.

Despite facing significant adversity, including exclusion from some mainstream LGBTQIA2S+ organizations, Rivera remained dedicated to her cause. Her legacy is one of resilience, compassion, and unwavering commitment to justice. In recent years, Rivera's contributions have been increasingly recognized, and she is celebrated as a trailblazer who laid the groundwork for future generations of activists.

Legacy of Inspiration and Change

Alan Turing and Sylvia Rivera exemplify the profound impact that LGBTQIA2S+ individuals have had on society. Turing's advancements in computer science and codebreaking changed the course of history, while Rivera's activism propelled progress in civil rights and social justice. Their legacies continue to inspire and remind us of the invaluable contributions of LGBTQIA2S+ figures in shaping a more inclusive and equitable world.

Sponsored by the Agency Director, the Employment Department's [Equity and Inclusion Council](#) is an employee group that provides a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. It envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. Please send your questions, feedback, and ideas for the Council to Teresa.L.Rainey@employ.oregon.gov or [through this form](#).

The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.

Regards,

Teresa Rainey
Director of Equity and Inclusion
Pronouns: she, her - Why do [pronouns matter?](#)
Oregon Employment Department
Cell: (503) 586-9240

For scheduling, please contact Perla.A.Brambila-Arechiga@employ.oregon.gov (971-283-0378) and cc Monica.E.Reyna-Dunigan@employ.oregon.gov (503-508-4073)





Equity and Inclusion Council

September 26, 2023

National Disability Employment Awareness Month

We are celebrating many things this October, and we are thrilled to share two events as part of National Disability Employment Awareness Month! We invite all interested employees to attend with manager approval, and please watch for more newsletters in October to raise awareness of disability employment resources and information.

Accommodations and Me

Wednesday October 18, 3:00 – 4:00 p.m.

[Register Here](#)

Join our Americans with Disabilities Act (ADA) Coordinator Cindy Estrada as she reviews the reasonable accommodations process for agency employees. She will review some misconceptions and explain the process step by step. Bring your questions! Note: Cindy will only be answering general questions and not referring to specific employees and their personal accommodation requests.

Living with Disability Panel

Friday October 27, 2:00 – 3:00 p.m.

[Register Here](#)

National Disability Employment Awareness Month aims to celebrate the achievements of disabled American workers, past and present, and promote inclusive employment policies. A panel of OED employees will share some of their lived experiences. We invite you to listen and share your lived experiences as well if appropriate. All are welcome. Facilitated by Weijun Brown and Rick Martel.

Sharing our Stories in the Workplace

Our Equity and Inclusion Council sponsors “a day in the life” style newsletter, where our co-workers with disabilities can share their stories and experiences to raise awareness and reduce stigma. Today, we are sharing another personal story in this series. If you identify with having a disability and are interested in sharing what a workday is like for you, both the challenges and/or the joys, please [send us your story](#). We can publish your story anonymously if you prefer.

While reading these stories, please keep in mind that we will be publishing people’s experiences and in relation to their own disability and experience. The authors are not speaking for others who share a similar experience. They have the freedom to use the language they see fit to describe their disability, which might be different from the language you use. Please remember while reading to respect the authors who are willing to share their stories with us.

My Disability Journey

Submitted anonymously

I was diagnosed with Non Hodgkin lymphoma a month after moving to Oregon to accept a job with the State. Lymphoma is a cancer of the immune system, the system in the body that is designed to help ward off illness. My immune system is compromised, so I can get sick easier, and have a more difficult time getting better when I do get sick. No one can tell from looking at me that I have lymphoma, and I have chosen to not share my diagnosis with everyone at work.



Because of my compromised immune system, I prefer that people do not handle my telephone receiver, computer keyboard or mouse unless they wash their hands or sanitize them. This can be delicate for me when others come in to fix my computer or telephone or add updates. I do not always know the best way to ask people to clean their hands before touching things that I use, because I do not want to offend them. I really appreciate it when people agree without making a big deal of it.

Although the mask mandate related to Covid-19 has been lifted, I continue to wear a mask at work.

Again, my compromised immune system makes it more likely that I will contract the virus or have a bad outcome or die if I get it. I do not ask that others wear masks, but try to avoid a lot of prolonged, close contact with others. I appreciate your not assuming that I am unfriendly or that my mask-wearing is related to any political affiliation. My only purpose is to protect my health so that I can continue working.

"Be kind and understanding to others, for we never know what times they are going through."

-Anonymous

Resources:

- <https://www.cancer.org/cancer/types/non-hodgkin-lymphoma/about/what-is-non-hodgkin-lymphoma.html>
- If you identify with having a disability and would be interested in sharing what a workday is like for you, please [send your story](#).
- To get additional support for your work, [read our ADA resources page](#). If you need confidential support at this time, please [view our free resources through EAP](#).

Sponsored by the Agency Director, the Employment Department's [Equity and Inclusion Council](#) is an employee group that provides a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. It envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. Please send your questions, feedback, and ideas for the Council to Teresa.L.Rainey@employ.oregon.gov or [through this form](#).

The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.



Equity and Inclusion Council

October 6, 2023

Happy Hispanic Heritage Month

Announcing Casa de La Cultura Tlanese Live Event!



We are excited to invite you to our upcoming in-person celebration of Hispanic Heritage on October 13th at our Central Office auditorium! Our honored guests Casa de la Cultura Tlanese will be performing mesmerizing baile folklórico (Mexican folk dance) along with a knowledgeable presenter who will share insights about the cultural significance of the dances and the rich history of the regions they originate from.

While we sincerely hope that you can join us in-person, we understand that not all staff will be able to attend. We will be recording the event for later viewing to ensure that everyone has an opportunity to experience the extraordinary celebration.

Please register in [WorkDay](#) to secure your spot. We look forward to you joining us for this special occasion.

Now, back to our regular newsletter and the results of our fun poll. This was our last poll and we want to thank everyone who participated. Your active involvement in our celebration helped make this Hispanic Heritage month exceptional. We hope you enjoyed sharing your preferences and being able to see how your choices aligned with those of your colleagues.

Latino/x/e, Hispanic, or Other?

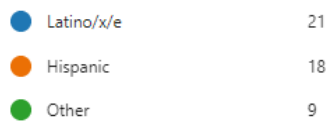


Figure 1: Latino/x/e 21, Hispanic 18, Other 9

Los Bukis or Los Temerarios?



Figure 2: Los Bukis 26, Los Temerarios 22

Pozole or menudo?

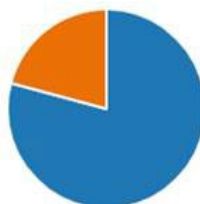


Figure 3: Pozole 38, Menudo 10

Telemundo or Univision?



Figure 4: Telemundo 26, Univision 22

This week we are highlighting three countries: Guatemala, Chile, and Costa Rica. Read on to learn more.

Guatemala

Historical figure- Tecún Umán

Tecún Umán is a legendary figure and a national hero in Guatemala, particularly among the indigenous Mayan people. He was one of the last rulers of the K'iche' Maya people. In 1524, during the Spanish conquest of Guatemala, Tecún Umán and his forces fought against the invading Spanish forces. The most famous encounter between Tecún Umán and the Spanish took place at the Battle of El Pinar. Despite his bravery, Tecún Umán was ultimately defeated and mortally wounded. Tecún Umán represents the enduring spirit of

resistance and pride among the indigenous Mayan people in Guatemala. His story is often told in traditional Mayan oral narratives and has been passed down through generations. He is celebrated during the K'iche' Maya New Year and other cultural events.

Recent celebrity figure- Oscar Isaac

Oscar Isaac is a highly acclaimed Guatemalan actor known for his roles in films such as “Moon Knight,” “Ex Machina,” “Across the Spider-Verse” and the “Star Wars” sequel trilogy in which he played the character, Poe Dameron, who became a fan favorite. He has received critical acclaim for his acting talent and has become a prominent figure in Hollywood.

Popular food- [Pepián](#)

Pepián is one of the oldest dishes in Guatemalan cuisine. It is considered the country's national dish. Thick and exotic, Pepián is a coming together of vegetables and cultures. Influenced by Spanish and local palates, it's part stew, part curry, and is served with rice and corn tortillas.

Popular music- Marimba

Guatemalans enjoy traditional Guatemalan music, which is a mix of Spanish and Mayan influences. Marimba music is the most popular in Guatemala.

Important date- Labor Day

Labor Day, known as “Día del Trabajador” in Guatemala, is a public holiday observed on May 1 each year. It is a day dedicated to honoring and celebrating the contributions of workers. Labor Day celebrations in Guatemala reflect both the historical significance of the labor movement and ongoing efforts to address labor-related issues. While it is a day of celebration, it is also an opportunity for workers and labor organizations to advocate for their rights and interests.

Top languages spoken- Spanish and indigenous languages

Guatemala's linguistic diversity reflects its rich indigenous heritage, with numerous Mayan languages spoken alongside Spanish. Many Guatemalans are bilingual or multilingual, with Spanish and one or more indigenous languages. Some of the indigenous languages spoken in Guatemala include: K'iche', Q'eqchi, Kaqchikel, Mam, Garifuna, Achi, Ixil, Poqomam, and Sipakapense.

Phrase- Burra

In most Spanish-speaking countries, this word is a term for a female donkey, but in Guatemalan slang, it's used to refer to a bus. For example, “Tuve que agarrar dos burras para llegar acá” – I had to take two buses to get here.

Chile

Historical figure- Bernardo O'Higgins

Bernardo O'Higgins is an important historical figure in Chilean history and is often referred to as the “Father of the Nation” (El Padre de la Patria) for his significant role in Chile's struggle for independence from Spanish colonial rule. On Feb. 12, 1818, he, along with Chilean patriot, José de San Martín, signed the Chilean Declaration of Independence, marking a significant milestone in the country's history. After Chile achieved independence, Bernardo O'Higgins became the first head of state of the newly established Chilean state. O'Higgins is remembered through various monuments, streets, and landmarks in Chile, including the O'Higgins Park in Santiago.

Recent celebrity figure- Pedro Pascal

Pedro was born April 2, 1975, in Santiago, the capital of Chile. Pascal has gained widespread recognition for his performances in various projects, including his role as Oberyn Martell in the television series “Game of Thrones,” the title character in “The Mandalorian,” and Joel Miller in “The Last of Us.”

Popular food- [Empanadas](#)

In Chile, empanadas are a beloved and iconic part of the culinary culture. Chilean empanadas are typically baked and filled with a mixture of ground meat (often beef), onions, black olives, hard-boiled eggs, raisins, and

spices. They have a distinctive crescent shape, and the fillings can vary slightly by region. Chileans say the secret to a good empanada is preparing the filling the night before.

Popular music- Cueca

Cueca is the national dance and music of Chile. It holds a special place in Chilean culture and is often performed during traditional celebrations and festivals. Other popular styles of music are cumbia, rock, pop, and reggaeton.

Important date- Fiesta de la Vendimia

This festival celebrates the grape harvest and winemaking traditions in Chile. It often includes grape stomping, wine tasting, traditional dances, and music. The town of Curicó is known for hosting a prominent grape harvest festival.

Top languages spoken- Spanish

Spanish is spoken by 99.3% of the population. While the vast majority of the population communicates primarily in Spanish, it is important to note that there are still many indigenous languages spoken in Chile. There are currently initiatives to promote their use, preservation, and revitalization in society.

Phrase- Chachai

In Chilean Spanish, the word “chachai” is often used in everyday conversation. It is similar in meaning to the English phrase “you know” or “you see.” People use “chachai” to check if the listener understands or is following the conversation.

Costa Rica

Historical figure- Francisco Amighetti

Francisco Amighetti was a Costa Rican painter, printmaker, illustrator, and poet. Over his lifetime he created over 500 pieces of art. He is considered one of the most influential artists in Costa Rican history.

Recent celebrity figure- Franklin Ramón Chang-Díaz

A prominent Costa Rican-American scientist, engineer, and former NASA astronaut, Franklin Ramón Chang-Díaz flew on seven space shuttle missions between 1986 and 2002. One of his most significant contributions to space exploration is the VASIMR engine, which has the potential to revolutionize interplanetary travel by significantly reducing travel time. Franklin Chang-Díaz is proud of his Costa Rican heritage and has been involved in educational and outreach initiatives to inspire young Costa Ricans to pursue careers in science and technology.

Popular food- [Gallo Pinto](#)

Gallo pinto is a flavorful mixture of cooked rice and black beans that is typically seasoned with ingredients like onions, bell peppers, garlic, and cilantro. It is often served as a side dish with various proteins, such as eggs, fried cheese, or meats. Gallo pinto is a staple of Costa Rican breakfasts.

Popular music- Calypso

Calypso is one of the most famous musical styles to come out of Costa Rica, along with soca, salsa, merengue, and cumbia.

Important date- Juan Santamaría Day

A national holiday in Costa Rica, Juan Santamaría Day is celebrated on April 11 each year. This day is dedicated to honoring the memory of Juan Santamaría and his brave actions in the Battle of Rivas in 1856. During the battle, Costa Rican forces were faced with the task of setting fire to a hostel in Rivas where enemy troops were holed up. To accomplish this, a courageous young drummer boy named Juan Santamaría volunteered. He wrapped himself in a Costa Rican flag and set fire to the hostel. Tragically, he lost his life in the process, but his sacrifice played a pivotal role in the Costa Rican victory.

Top languages spoken- Spanish

The official language of Costa Rica is Spanish. However, English is widely used in areas frequented by tourists. Other languages spoken in Costa Rica include Creole, Indian, and several indigenous languages.

Phrase- Pura Vida

“Pura Vida” is often used in Costa Rica to convey a positive and laid-back outlook on life. It represents an attitude of optimism, contentment, and enjoying life’s simple pleasures. It reflects the country’s reputation for being a peaceful and environmentally conscious nation with a high quality of life.

One Family, Many Cultures

As we embrace our theme of “One Family, Many Cultures,” we’re excited to share some personal stories from our incredible employees. This week, we’re honored to feature Crystal Mora, a business and employment specialist from WSO Hermiston, as she shares about her experiences volunteering in the community:

“A great experience I have had is volunteering for my local migrant education group here in Hermiston, Oregon, and dancing Folklorico (traditional Latin American dances from different states of Mexico and around the world) and having the opportunity to perform in our community events. That has given me the opportunity to embrace and share the love and passion we have for our culture and dance.”



Thank you for reading our Hispanic Heritage Month 2023 newsletter!

Sponsored by the Agency Director, the Employment Department’s [Equity and Inclusion Council](#) is an employee group that provides a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. It envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. Please send your questions, feedback, and ideas for the Council to Teresa.L.Rainey@employ.oregon.gov or [through this form](#).

The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.



Equity and Inclusion Council

January 8, 2024



Quarterly Recognition of Cultural Celebrations January-March

The winter season, with its crisp air and glistening frost, is a time when the world takes on a quiet contemplative hush. The shorter days and longer nights can evoke a sense of introspection, urging us to reflect on the past year and prepare for all the vibrancy and excitement that the new spring will bring.

Yet, it is also a season that beckons us to find warmth in the company of our loved ones, sharing stories and laughter. Join us, as we explore some of the cultural celebrations that define this season.

The Feast of Imbolc

Imbolc (pronounced im-ulk) is one of the primary sabbats or feasts days of the year celebrated by many pagan religions and cultures, such as the Celts and Gaels. Imbolc is celebrated Feb. 1 and 2, and as in many of the pagan traditions, the day runs sundown to sundown. Imbolc is a special time when we honor our connection to the sun, fire, and the cycle of life. This quiet, cross-quarter holiday takes place at the midway point between the winter solstice (Yule) and the spring equinox (Ostara). It has long been recognized as the beginning of the end of winter, marked by the first perceptible elongation of daylight.

To many Christians, this day is known as either Candlemas, St Brigid's Day, or the Feast of Saint Brigid. While Brigid has her roots in Ireland, her story can be found in the histories and folklore of Scotland, Wales, and parts of Western Europe. During the spread of Christianity, Brigid was canonized (made a saint) and woven into Christian theology and teaching. Most of us are familiar Groundhog's Day, which falls on Feb. 2 each year and also marks the coming of spring, or even its potential delay.

Celebrating Imbolc, many will invite friends or family to feast and light a bonfire to symbolize the growing or returning power of the sun. If a full-on bonfire is out of the question, you may light candles or incense. You can give bread, honey, or milk as offerings, wishing for a good harvest and a prosperous year ahead. Imbolc is a good time to reflect on the past year and look ahead to the year to come. To honor Brigid during Imbolc, people often make a Brigid's Cross (see image) from rushes and hang it on their front door.

The Carnival Season, Shrove Tuesday, and Ash Wednesday



Mardi Gras, Carnival, Shrove Tuesday, and Ash Wednesday are significant cultural and religious events celebrated worldwide. These festivals have a rich history and cultural significance and are celebrated differently by different communities.

Mardi Gras, also known as Fat Tuesday, is a carnival celebration in many parts of the world, but it is most closely associated with New Orleans in the United States. The festival is known for its colorful parades, elaborate costumes, and lively music. It is celebrated on the Tuesday before Ash Wednesday. Mardi Gras is a time to indulge in rich foods and pleasures before the fasting and penitence of the Lenten season.

Carnival is another festival that is closely related to Mardi Gras. It is a pre-Lenten festival celebrated in many parts of the world, including Brazil, Italy, and Spain. Like Mardi Gras, Carnival is a time for revelry and celebration before the start of the Lenten season.

Shrove Tuesday is the day before Ash Wednesday, also known as Pancake Day in some countries. It is a day of preparation for the Lenten season. Traditionally, it is a time to confess one's sins and receive absolution. In some countries, Shrove Tuesday is celebrated with pancakes, which symbolize the rich foods that people will give up during the Lenten season.

Ash Wednesday marks the beginning of the Lenten season, a day of fasting and repentance for Christians worldwide. It is a time to reflect on one's sins and to seek forgiveness, as well as a time to engage in acts of self-denial and sacrifice. The ashes used on Ash Wednesday symbolize the mortality of humanity and the need for repentance and salvation.

Ramadan

Ramadan, the ninth month on the Muslim calendar, is one of the most sacred times for Muslims. It is



believed it was during this month that God revealed the first verses of the Quran, Islam's sacred text, to Mohammed, on a night known as "The Night of Power."

Ramadan is a time for Muslims to intensify their relationship with Allah through increased acts of worship, prayer, and recitation of the Quran. It is also a time for increased communal activities and strengthening bonds with family and friends.

Muslims are required to fast during the entire month of Ramadan. Fasting is defined as no food, drink, smoking, or sexual relations from the first light of dawn until the setting of the sun. The practice of fasting serves both spiritual and social purposes: to remind you of your human frailty and dependence on God, and to experience what it feels like to be hungry and thirsty, to increase compassion for those living in poverty.

This year, Ramadan will begin the evening of Sunday, March 10 and will conclude on April 8, 2024. We can all help make our Muslim coworkers and customers comfortable during this month by abstaining from eating in front of them or offering them any food or drink. If you want to wish someone a happy Ramadan, the standard greetings are "Eid Kareem!" and "Eid Mubarak!"

Purim

Purim is a joyous Jewish holiday that commemorates the salvation of the Jewish people from a plot to destroy them. The Book of Esther recounts the story of the Persian King Ahasuerus who banished Queen Vashti and selected Esther, a Jewish orphan, as the new queen. Haman, a high official in the king's court, tried to destroy the Jewish people, leading Esther to reveal her hidden Jewish identity and stop the plan. Under a new order, the Jews were able to defend themselves and defeat their enemies. The day following this battle has since become a day of celebration and feasting known as Purim.

Purim got its name because Haman chose a day, or "pur," to destroy the Jewish people. He chose the day by casting lots, a form of random selection. But the date meant for tragedy turned into a day of victory and

celebration. So, the lots (Purim) came to symbolize the unpredictable twists of fate and the ultimate triumph of good.

Purim is often observed by reading the Megillah (Book of Esther), giving money or gifts to at least two people, sending gifts of two kinds of food to at least one person, and having a festive Purim feast with hamantaschen, three cornered pastries. There is a spirit of liveliness and fun on Purim. People of all ages wear costumes on this day to embody the theme of concealed identity and to contribute to the lighthearted and playful atmosphere.

This year, Purim will begin on Saturday night, March 23, and continue through Sunday, March 24. On these days, you can greet someone by saying “Happy Purim!” In Hebrew, you can say “Chag Purim sameach!” or in Yiddish, “Ah freilichen Purim!”

Sponsored by the Director, the Employment Department’s [Equity and Inclusion Council](#) is an employee group that provides a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. It envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. Please send your questions, feedback, and ideas for the Council to Teresa.L.Rainey@employ.oregon.gov or [through this form](#).

The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.

Regards,

Teresa Rainey
Director of Equity and Inclusion
Pronouns: she, her - Why do [pronouns matter](#)?
Oregon Employment Department
Cell: (503) 586-9240

For scheduling, please contact Monica.E.Reyna-Dunigan@employ.oregon.gov (503-508-4073).



We envision an Oregon where meaningful work enables the state’s diverse people and businesses to realize their full potential, creating prosperity in every community.

Complaints Flowchart

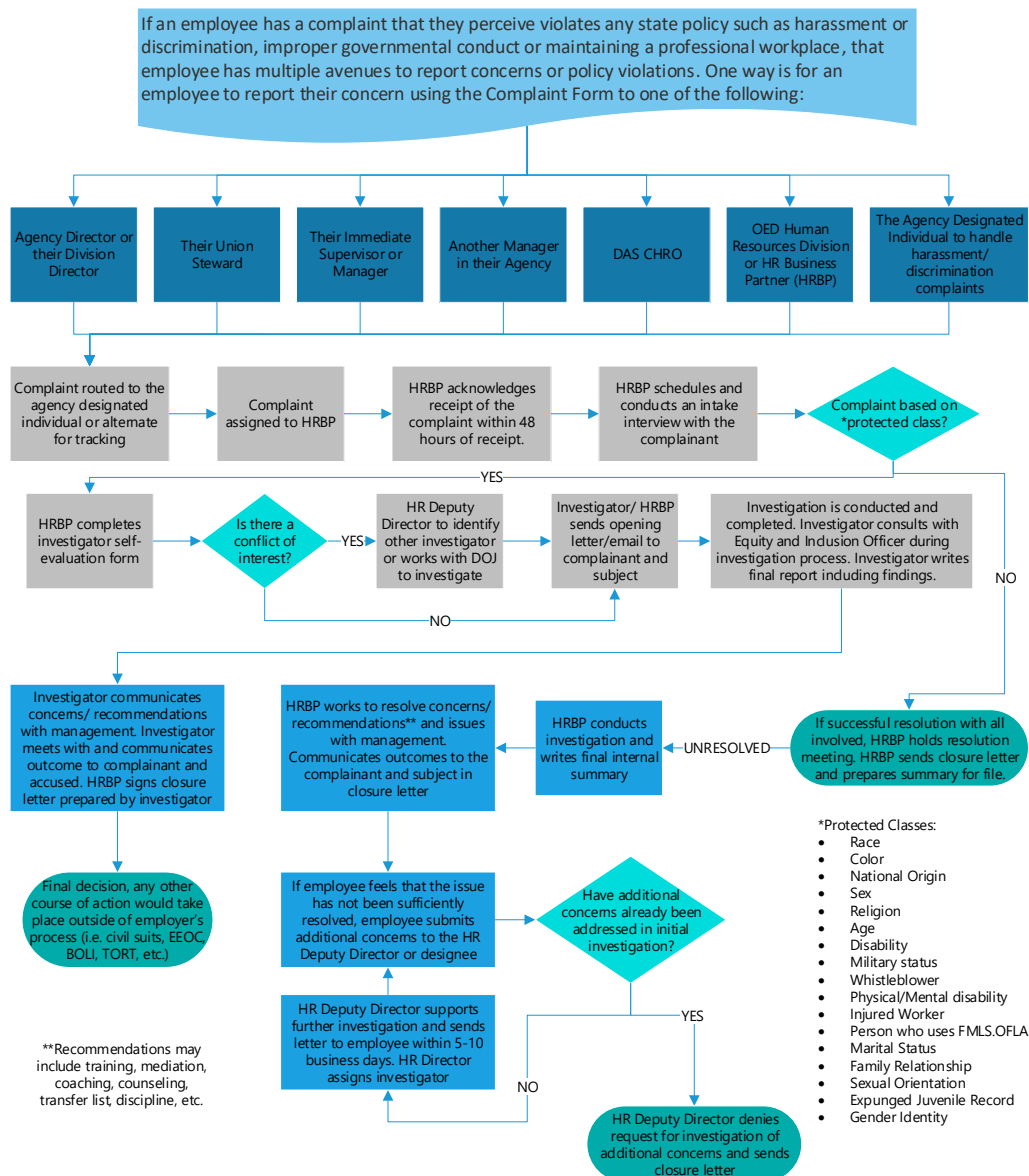


OED Internal Complaint and Escalation Procedure

The complexity of our work within OED, combined with the pressures of daily life, can contribute to situations which may conflict with our value of a respectful work environment that is deserved by all. Help is sometimes needed to resolve issues when the best intentions and mutual respect of those involved isn't enough.

This joint initiative of OED Management and the Union Leadership of SEIU Employment Local 471 OPEU, is to help employees work through issues that disrupt our respectful working environment and values.

This complaint process is one way to request assistance to resolve issues in the Workplace. Additional measures may include, your union steward; your manager; your HR Business Partner; Employee Assistance Program; Regional or Statewide Labor Management Committees; Equity and Inclusion Council; Health and Wellness Committee; Mentors; Talent Development Partners; and more. If you are uncertain which path to take to resolve issues or concerns, check with your manager or HR Business Partner.



Equity and Inclusion Council Charter

OVERVIEW

Purpose

The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, Veteran status, disability, or status as a victim of domestic violence, harassment,

sexual assault, or stalking. This applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.

The purpose of the Equity and Inclusion Council (“the Council”) is to promote and support equity and inclusion by providing a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. We inclusively lead with race and intersectionality to identify and dismantle the roots of systemic oppression and eliminate the disparities that impact all protected classes. The council envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and prioritizes measurable change for all historically under-resourced groups, including Black, Indigenous and Native Americans, Asian, Pacific Islanders, Latino/o/e/x, two or more races, people with disabilities, women, LGBTQIA2S+ communities, and other historically under-resourced groups.

Scope and Charter

- The scope of the Council is broad and includes, but is not limited to, projects, training, consulting, and other activities that support or encourage equity and inclusion.
- The Council’s work is authorized and supported by the Employment Department’s Executive Team.
- The Charter will be reviewed and updated yearly.

Goals

To lead, develop, and support the Employment Department’s strategies that promote equity and inclusion, including the agency’s Diversity, Equity, and Inclusion (DEI) and Affirmative Action Plans and associated goals.

- To continually educate ourselves and all employees on topics related to equity and inclusion.
- To broadly communicate the strategies, goals, and activities of the Council.

- To model OED's values of respect, integrity, and community.

OPERATING PRINCIPLES

Meetings

- The council will generally meet once per month, with each meeting lasting no longer than two hours. Meetings can be called more frequently in the interest of meeting project deadlines or for other urgent business.
- Council minutes will be posted on the council's intranet page.
- Meeting locations and any processes necessary to facilitate productive meetings will be discussed as needed by the council and reviewed upon request by any employee.
- Any accommodation requests necessary for fully participating in meetings may follow OED's accommodation process or be sent to the Chair, the Vice Chair, or any advisory member.

Agendas

- Agendas will be prepared by the Chair and Vice Chair, with input from council members in advance of each council meeting.
- Agendas should be specific and able to be completed within the meeting time.

Workgroups

- As issues are brought before the council, workgroups may be formed to assist with the additional workload.
- Workgroups may consist primarily of council members; however, participation may be solicited from experts inside and outside of the Employment Department as warranted. Any participation outside the agency is on a volunteer basis or paid for by the home agency.
- The Equity and Inclusion Office (EIO) may provide staffing support to the workgroups as capacity allows.
- Members will actively participate in all workgroups they join, including taking on tasks, attending meetings, contributing ideas, and reviewing meeting notes.

Decision-Making

- When possible, all decisions will be made by consensus of council members in attendance. When consensus is not possible, the decision-making process will be achieved by a two thirds (2/3) majority vote of voting members in attendance. A quorum of one half (1/2) of the entire council (both voting and nonvoting) must be present for a vote to occur.
- Decisions that impact agency budget, staffing, policy, or organizational change will be made in the form of recommendations to the Executive Team. The council will keep

open lines of communication to the Executive Team to ensure activities are closely aligned with the goals and objectives of the Department.

INFORMATION LOCATION

Equity and inclusion information will be stored primarily on the Council's intranet page.

MEMBERSHIP

- Membership will consist of up to twelve rotating members and five standing members. Standing members are selected due to their unique roles within the agency and are non-voting members. Rotating members are selected by annual application and are voting members.
- Standing members:
 - » Employment Department Director (Executive Sponsor)
 - » Equity and Inclusion Director
 - » Universal Access Coordinator
 - » Human Resources Director or Designee
 - » Office of Administrative Hearing liaison
 - » Administrative Support
- Membership of the council will represent a variety of business areas, roles and responsibilities, and geographic locations across the organization.
- Membership of the council will reflect the demographic diversity of Employment Department employees who are interested in supporting the council's purpose.
- Rotating members will serve a 24-month term on the Council.
- The Chair and Executive Sponsor may ask members to serve an additional 3-6 months to assist with continuity and knowledge transfer on an as-needed basis.
- Members who have already served a term may apply for additional terms. Such requests will be considered in the light of the members' expertise and commitment, and with consideration to the benefit of providing the opportunity to serve on this council to other employees.
- Employees who are interested in participating will seek and obtain their manager's approval, complete an application, and submit the application for review and approval by the current council. The council will review and recommend applicants to the Executive Team for final approval.

FUNCTIONAL AND LEADERSHIP ROLES

Executive Sponsor

- Is a member of the Executive Team.

Provides guidance to the Council.

- Coordinates communications with the Executive Team.

Equity and Inclusion Director

- Provides subject matter expertise as needed.
- Provides staffing support as capacity allows for workgroups, projects, agency communications, budget authorization, contract administration, and training.

Universal Access Coordinator

- Provides subject matter expertise as needed.

Human Resources Director

- Provides subject matter expertise as needed.

Office of Administrative Hearings (OAH) liaison.

- Attends meetings, shares OAH equity work with the council, and shares council work with OAH.
- Appointed by OAH's Chief Administrative Law Judge and as OAH capacity permits.

Administrative Support

- Records meeting minutes.
- Schedules monthly meeting dates/times.
- Arranges a meeting room for the monthly meetings.
- Sends meeting reminders to council members.
- Sends approved meeting minutes to council members.
- Posts minutes on the Equity and Inclusion Council intranet page within two weeks of each meeting.

Selection of the Chair and Vice Chair

- The Chair & Vice Chair application process will occur every 12 months and is only open to rotating members.
- The Chair and Vice Chair will apply to and be selected by the Executive Sponsor and the Equity and Inclusion Director.
- In the event of vacancy to the Chair, the Vice Chair should assume the role of Chair for the remaining duration of the Chair's term. In the event of vacancy to the Vice Chair, the annual application can begin early to fulfill the remaining term of the open position.
- In the event of a vacancy in both the Chair and Vice Chair at the same time, the Executive Sponsor will appoint an Interim Chair, until the annual application can begin early to fulfill the remaining terms of the open positions.

Chair

- Creates the agenda for the Council.
- Sends out reminders of projects to be completed.
- Reviews and maintains the Equity and Inclusion Council webpage with Equity and Inclusion Office or administrative support
- Facilitates meetings.
- Tracks action items from meetings and follow up with any unanswered questions.
- Supports and encourages implementation of DEI plans and strategies among council members.
- Presents ideas to the Executive Team.

Vice Chair

- Takes on duties delegated from Chair.
- Facilitates meetings in absence of Chair.
- Tracks membership dates of council members.
- Presents ideas to the Executive Team with Chair.
- Supports and encourages teambuilding and growth opportunities among council members.

Rotating Member

- Actively participates in all meetings.
- Gives prior notice to the Chair and Vice Chair when they are unable to attend.
- The Chair and/or Equity and Inclusion Director may reach out to any members who have missed three or more meetings in a 12-month period to discuss options for continued membership.

Equity and Inclusion Council Membership Participation Agreement

The purpose of the Equity and Inclusion Council (“the Council”) is to promote and support equity and inclusion by providing a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. The Council envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. Membership on the Council is optional and governed by the charter. Membership does come with the following responsibilities:

1. Actively engage and participate in discussions and decisions at the regular monthly meeting. Respond to Council emails in a timely fashion.
2. Devote up to (8) working hours per month (outside of travel time) to attend the Council meetings, work on projects, and/or attend community events.

- a. Members are expected to review agendas, minutes, draft policies, and other documents outside of the regular monthly meetings and work with their managers to appropriately schedule this time.
 - b. While most meetings can be attended virtually when travel time is prohibitive or councilmembers are otherwise unable to attend in person every month, attendance in person may be required on an occasional basis.
 - c. Attendance at community events may be requested for education, outreach, or recruitment purposes. This is considered work time and requires manager approval.
 - d. Expenses related to travel or event attendance will generally be assumed by each councilmember's division. Requests for funding assistance from Human Resources or the Director's Office may be directed to the Equity and Inclusion Director.
3. Model the agency's values and operating principles.
 4. Serve as a champion and advocate for equity and inclusion in the agency.

Please note, pursuant to the Charter, membership may not last longer than a 24-month term, although outgoing or former members may apply for additional terms. If the terms of participation are not met for any reason, membership may be discontinued at any time. Councilmembers must also remain in good standing in their regular work duties as a condition of serving on the council. Managers should address concerns regarding a councilmembers' standing in their regular work duties to the appropriate Human Resources Business Partner.

By signing below, I affirm that I have read and understand the expectations of Council membership.

Member Name (Printed)

Member's Supervisor (Printed)

Member's Signature & Date

Member's Supervisor's Signature & Date

Appendix E – Report Tables

Table 1: Oregon Employment Department (OED) and Statewide Labor Force Comparison, July 2022 to June 2023

	OED Workforce	Supervisors	Applicants	Hires	Total Promotions	Separations	Oregon Labor Force
Category							
American Indian/Alaska Native	1.7%	< 2%	1.0%	approx 2%	4.5%	1.4%	0.7%
Asian	5.7%	4.0%	5.8%	8.2%	3.0%	3.6%	4.9%
Black/African American	2.7%	2.3%	2.5%	4.4%	4.5%	2.8%	1.8%
Hispanic	15.0%	14.2%	16.4%	18.7%	13.4%	16.3%	13.8%
Native Hawaiian/Other Pacific Islander	0.4%	approx 1%	0.4%	< 1%	< 2.0%	< 1%	0.4%
Two or more races	4.2%	6.8%	6.5%	3.8%	7.5%	4.1%	4.7%
White	66.8%	66.5%	56.4%	53.8%	approx 56%	53.2%	73.4%
Some other race							0.4%
Race not disclosed	3.6%	3.4%	7.9%	8.7%	6.0%	approx 18%	Not applicable
Female	approx 65%	approx 61%	approx 59%	approx 68%	approx 57%	approx 55%	47.0%
Male	approx 35%	approx 39%	approx 30%	approx 29%	approx 39%	approx 29%	53.0%
Nonbinary or unknown	< 1%	< 1%	< 1%	< 1%	< 1%	1.7%	Not available
Gender not disclosed	0.0%	0.0%	approx 11%	approx 3%	approx 3%	14.3%	Not applicable
With a Disability	4.7%	4.0%	Not available	approx 1%	6.7%	3.0%	8.3%
Veteran Status	7.7%	12.0%	2.8%	7.7%	5.2%	6.1%	4.5%

Source: Oregon Employment Department, Workday and U.S. Census Bureau 2016-2020 5-Year ACS Estimates

Note: OED workforce and supervisor data consists of those employed on June 30, 2023. All other categories are from July 1, 2022 - June 30, 2023.

Table 2: Oregon Employment Department (OED) and Statewide Labor Force Comparison, July 2023 to June 2024

	OED Workforce	Supervisors	Applicants	Hires	Total Promotions	Separations	Oregon Labor Force
Category							
American Indian/Alaska Native	1.8%	< 3%	1.2%	1.9%	<2%	approx 3%	0.7%
Asian	5.7%	3.7%	6.1%	5.6%	2.7%	< 2%	4.9%
Black/African American	2.7%	3.7%	3.6%	3.3%	2.6%	4.4%	1.8%
Hispanic	16.4%	14.0%	15.8%	21.4%	21.8%	18.4%	13.8%
Native Hawaiian/Other Pacific Islander	0.5%	approx 1%	0.7%	< 1%	< 2.0%	< 2%	0.4%
Two or more races	4.1%	4.9%	5.3%	3.6%	5.3%	approx 3%	4.7%
White	65.5%	68.3%	59.6%	59.3%	approx 60%	62.0%	73.4%
Some other race							0.4%
Race not disclosed	3.1%	< 3%	3.2%	approx 4%	4.8%	7.0%	Not applicable
Female	66.2%	58.5%	60.0%	66.6%	67.6%	65.2%	47.0%
Male	33.8%	41.5%	32.0%	30.4%	28.7%	30.4%	53.0%
Nonbinary or unknown	not available	not available	not available	not available	not available	not available	Not available
Gender not disclosed	0.0%	0.0%	approx 11%	3.1%	3.7%	4.4%	Not applicable
With a Disability	5.1%	3.7%	Not available	3.1%	4.3%	5.7%	8.3%
Veteran Status	7.6%	12.2%	3.1%	6.4%	6.4%	6.3%	4.5%

Source: Oregon Employment Department, Workday and U.S. Census Bureau 2016-2020 5-Year ACS Estimates

Note: OED workforce and supervisor data consists of those employed on June 30, 2023. All other categories are from July 1, 2022 - June 30, 2023.

Table 3: Oregon Employment Department (OED) Higher-Level Supervisory Manager* Comparison			
	As of 6/30/24	As of 6/30/23	As of 6/30/22
Total Supervisory Managers	164	147	154
Total Higher-Level Supervisory Managers	101	97	90
Total Higher-Level Supervisory Managers Who are Women	57	54	53
Percentage of Higher-Level Supervisory Managers Who are Women	56%	56%	59%
Total Higher-Level Supervisory Managers Who are People of Color	27	23	19
Percentage of Higher-Level Supervisory Managers Who are People of Color	27%	24%	21%
Source: Oregon Employment Department, Workday *"Higher-level supervisory manager" is defined as Supervisor 2 and higher			

English

The Oregon Employment Department (OED) is an equal opportunity agency. OED provides free help so you can use our services. Some examples are sign language and spoken-language interpreters, written materials in other languages, large print, audio, and other formats. To get help, please call 503-947-1444. TTY users call 711. You can also send an email to communications@employ.oregon.gov.

Spanish

El Departamento de Empleo de Oregon (OED) es una agencia de igualdad de oportunidades. El OED proporciona ayuda gratuita para que usted pueda utilizar nuestros servicios. Algunos ejemplos son intérpretes de lengua de señas e idiomas hablados, materiales escritos en otros idiomas, letra grande, audio y otros formatos. Para obtener ayuda, por favor llame al 503-947-1444. Usuarios de TTY pueden llamar al 711. También puede enviar un correo electrónico a communications@employ.oregon.gov.

Russian

Управление занятости штата Орегон (OED) является агентством по обеспечению равных возможностей. Управление занятости штата Орегон (OED) оказывает бесплатную помощь, чтобы вы могли воспользоваться нашими услугами. В качестве примера можно привести услуги сурдо- и устных переводчиков, предоставление письменных материалов на других языках, материалов с использованием крупного шрифта, а также материалов в аудио- и других форматах. Если вам требуется помощь, позвоните по телефону 503-947-1444. Пользователи телетайпа могут позвонить по номеру 711. Вы также можете направить нам электронное сообщение по эл. почте: communications@employ.oregon.gov.

Vietnamese

Cơ quan Việc làm của Tiểu bang Orego (Oregon Employment Department, OED) là một cơ quan cung cấp cơ hội công bằng. OED cung cấp trợ giúp miễn phí để quý vị có thể sử dụng các dịch vụ của chúng tôi. Trong đó bao gồm thông dịch viên ngôn ngữ ký hiệu và ngôn ngữ nói, các tài liệu bằng văn bản với các ngôn ngữ khác, bản in khổ lớn, âm thanh và các định dạng khác. Để được trợ giúp, vui lòng gọi 503-947-1444. Người dùng TTY xin gọi 711. Quý vị cũng có thể gửi email tới communications@employ.oregon.gov.

Simplified Chinese

“Oregon州就业部 (OED)” 是一个提供均等机会的机构。OED提供免费帮助，便于您使用我们的服务。服务内容示例包括手语和口语翻译、其他语种的书面材料、大字体、音频以及其他格式文档。如需帮助，请致电503-947-1444。TTY用户请拨打711。您也可以发送电子邮件至 communications@employ.oregon.gov。

Traditional Chinese

「Oregon州就業部 (OED)」是壹個提供均等機會的機構。OED提供免費幫助，便於您使用我們的服務。服務內容示例包括手語和口語翻譯、其他語種的書面材料、大字體、音頻和其他格式文檔。如需幫助，請致電503-947-1444。TTY用戶請撥打711。您還可以發送電子郵件至 communications@employ.oregon.gov。

Korean

오레곤 주 고용부(OED)는 기회균등 기관입니다. OED는 서비스를 이용할 수 있도록 무료로 도움을 제공합니다. 일부 예시로는 수화, 통역 서비스, 다른 언어 번역 서비스, 큰 활자, 오디오 및 기타 형식의 자료 제공 서비스 등이 있습니다. 도움이 필요하시다면, 503-947-1444로 연락 주시기 바라며, TTY 사용자는 711로 연락주십시오. 또한 communications@employ.oregon.gov로 이메일을 보낼 수 있습니다.

Laotian

ກົມຈັດງານແຫ່ງລັດອໍຣິກອນ (OED) ຄືໜ່ວຍງານໃຫ້ໂອກາດຢ່າງເທົ່າທຽມກັນ. OED ຈັດໃຫ້ມີການຊ່ວຍເຫຼືອທີ່ບໍ່ເສຍຄ່າ ເພື່ອວ່າທ່ານຈະສາມາດໃຊ້ບໍລິການຂອງພວກເຮົາ. ບາງຕົວຢ່າງແມ່ນ

ລ່າມແປພາສາມື ແລະ ພາສາເວົ້າ, ເນື້ອຫາລາຍລັກອັກສອນເປັນພາສາອື່ນໆ, ແບບພິມໃຫຍ່, ສຽງ ແລະ ຮູບແບບອື່ນໆ. ເພື່ອຮັບການຊ່ວຍເຫຼືອ, ກະລຸນາເທບ 503-947-1444. ຜູ້ໃຊ້ TTY ເທບ 711. ທ່ານຍັງສາມາດສົ່ງອີເມວໄປຫາ communications@employ.oregon.gov.

Amharic

የኦሪገን የቅጥር መምሪያ (The Oregon Employment Department, OED) የእኩል እድል ኤጀንሲ ነው። አገልግሎቶቻችንን መጠቀም እንዲችሉ OED ነፃ እገዛን ይሰጣል። አንዳንድ ምሳሌዎች የምልክት ቋንቋ እና የንግግር ቋንቋ አስተርጓሚዎች፣ በሌሎች ቋንቋዎች የተጻፉ ጽሑፎች፣ ትልቅ ህትመት፣ አዲስ እና ሌሎች ቅርጾች ናቸው። እገዛ ለማግኘት፣ እባክዎ በ 503-947-1444 ይደውሉ። የTTY ተጠቃሚዎች 711 ይደውላሉ። ወደ communications@employ.oregon.gov ኢሜይል መላክም ይቻላል።

Arabic

إدارة توظيف ولاية أوريغون (The Oregon Employment Department (OED)) وكالة متكافئة الفرص. تقدم OED مساعدة مجانية بحيث يمكنك استخدام خدماتنا. تشمل بعض الأمثلة مترجمين فوريين للغة الإشارة واللغات المنطوقة ومواد مكتوبة بلغات أخرى ومطبوعات كبيرة الخط وملفات صوتية وصيغ أخرى. للحصول على مساعدة، يرجى الاتصال على الرقم 503-947-1444. يتصل مستخدمو الهاتف النصي على الرقم 711. يمكنك أيضاً إرسال رسالة بريد إلكتروني إلى communications@employ.oregon.gov.

Persian (Farsi)

اداره اشتغال اورگان (OED) یک مؤسسه ارائه فرصت برابر است. OED کمک رایگان ارائه می دهد تا بتوانید از خدمات استفاده کنید. زبان اشاره و مترجمان شفاهی، مفاد کتبی به سایر زبان ها، چاپ درشت، صوتی و سایر قالب ها مثال های از این کمک ها هستند. برای دریافت کمک لطفاً با شماره 503-947-1444 تماس بگیرید. کاربران TTY با شماره 711 تماس بگیرند. می توانید به ادرس communications@employ.oregon.gov ایمیل بزنید.

Somali

Waaxda Shaqaalaynta ee Oregon (The Oregon Employment Department, OED) waa wakaalad leh fursad loo siman yahay. OED waxay ku siineysaa caawimo bilaash ah si aad u isticmaasho adeegyadeena. Tusaalooyinka qaarkood waa luqadda dhegoolaha iyo tarjumaannada luuqada lagu hadlo, agab ku qoran afaf kale, far waaweyn, maqal iyo qaabab kale. Si aad u hesho caawimo, fadlan wac 503-947-1444. Isticmaalayaasha TTY waca 711. Waxaad sidoo kale iimaayl u diri kartaa communications@employ.oregon.gov.



oregon.gov/employ

EDPUB140

0724