# Diversity, Equity PLAN

We believe that Diversity, Equity, and Inclusion are necessary to ensure Oregon's diverse people and businesses can do meaningful work and reach their full potential.



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### 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.

## Diversity, Equity, and Inclusion Development Activities

We give all our employees, including managers and represented workers, training, education, and development activities aimed to help them value diversity, promote inclusion, and achieve equitable outcomes in their work. OED's 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. We provide a robust selection of required and optional material focused on equity, diversity, and inclusion with our employees. Below are examples of our development activities.

- Disability Awareness, Accessibility, Communication, and Customer Service
- Language Assistance
- ADA Reasonable Accommodation Policy for Employees
- Reasonable Accommodations for Customers
- Gender Identity and Expression Procedure
- Equity and Inclusion Overview
- Culture Matters Part 1: Managing Unconscious Bias
- Culture Matters Part 2: Bystander Intervention Skill Building
- Equity Circles

Equity Circles are dedicated space and intentional time for each agency team to share, discuss, and reflect on diversity, equity, and inclusion topics. Managers are responsible for scheduling at least 60 minutes of Equity Circle meeting time for their teams each quarter. 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 Equity and Inclusion Council developed all project materials,

including the vision, goals, framework, group agreements, resource list, manager instructions, and participant survey.

The Equity and Inclusion Office is responsible for monitoring participant feedback, providing technical assistance to managers and employees, and updating the project and resources as needed.

## Diversity, Equity, and Inclusion Initiatives Throughout the Agency

We carry out our mission through our Contributions and Recovery, Paid Leave Oregon, Unemployment Insurance, Workforce and Economic Research, and Workforce Operations programs. Our agency programs are guided and supported by Administrative Business Services, Communications Office, Directors Office, Equity and Inclusion Office, Human Resources, IT Services, and Modernization. Each division has its own DEI Plan goals and additional projects for incorporating diversity, equity, and inclusion initiatives into its work and in alignment with our Affirmative Action Plan and strategic goals. Our internal Equity and Inclusion Council provides perspectives and recommendations from across the agency to guide our work.

#### **Administrative Business Services**

Administrative Business Services (ABS) helps purchase the necessary goods and services for Oregon workers and businesses, while making sure all employees follow policies for purchasing, have sufficient funds to conduct business, and have adequate facilities for our on-site staff. The program's services fall under the following categories:

- Financial centralized accounting services
- Budget financial analysis, guidance, and leadership to make sure we stay within funding limitations and maximizes opportunities to serve the public
- Procurement centralized contracting and purchasing services
- Property & Risk Management centralized safety and facilities services

Starting in late 2024, the Property and Risk Management team began working with the Equity and Inclusion Council and Equity and Inclusion Office to address accessibility concerns within OED's main administrative building. This partnership has grown to include incorporating accessibility and inclusion principles into future planned maintenance projects.

The Chief Financial Officer co-sponsors the Leaders of Color Empowerment Group.

#### Communications Office

The Communications Office provides both external and internal communication support to the entire agency and is committed to promoting communication methods and strategies that are understandable, usable, and meaningful to the workers and businesses we serve. Services include media relations, strategic communications planning, crisis communication, consultation, graphic design, social media oversight, web design and content management, editing for grammar and readability, and more. Products include brochures, fact sheets, letters, newsletters, news releases, reports, social media cards, web copy, and other creative communication vehicles. Members of the Communications team each have portfolios within the agency, with assignments in each division as well as shared services. Through these assignments, team members gain a better understanding of the programs they support and the audiences they are trying to reach.

The Communications Office works through a robust equity framework through the following principles:

- The Equity and Inclusion Office (EIO) members are embedded in the communications process to provide an equity review of all materials
- Edit all content for readability and ease of translation or transcreation
- Include OED's accessibility statement regarding language and disability access on all external messages
- Coordinate between content creators, the Universal Access Coordinator, translators, and in-house resources who conduct quality assessments of translations
- Design products to ADA accessibility standards with closed captioning, alternate text, high contrast, etc.
- · Partner with community groups to extend messaging to underserved communities

The Communications director sponsors the Spanish Language Learning or Practice Empowerment Group.

#### Contributions and Recovery

The Contributions and Recovery Division supports the Unemployment Insurance Program and Paid Leave Oregon. They support employer payroll reporting and payments, as well as debt collection functions. Inclusivity is a part of the team's core values, and all employees recognize there is an opportunity to be better, individually and as a whole.

The division includes the Equity and Inclusion Office in leadership team meetings to foster a strong partnership between those areas. The division is also proud to share the Frances Online employer portal in Spanish with customers.

#### **Equity and Inclusion Council**

The Equity and Inclusion Council is composed of 12 employees from across the agency who serve two-year terms and several permanent advisory members. Council members provide a wide range of policy recommendations and learning opportunities to the Executive Team and entire agency. Division managers give council members at least eight hours each month to participate in council activities. Council members are invited to participate on interview panels and workgroups on a range of topics. The council helps our workplace be a place where individual strengths are recognized and all employees are encouraged to contribute.

The agency director sponsors the council to ensure its work is supported across the agency's leadership team.

#### **Equity and Inclusion Office**

The Equity and Inclusion Office (EIO) at OED was created in 2022 to uphold our agency's values of respect, integrity, and community and to support Oregon's Diversity, Equity, and Inclusion (DEI) Action Plan. The team works with leadership to review and improve agency policies and systems to reduce inequities.

The EIO offers interview panel participation, trainings, toolkits, and one-on-one support. The team helps set DEI goals, conduct equity reviews, and support language and accessibility needs. The office also supports the Equity and Inclusion Council (EIC), Empowerment Groups, and each division of the Oregon Employment Department.

Besides supporting divisions in implementing their DEI Plan goals, the EIO has engaged in several additional projects. Examples include:

 Led workgroups to improve the functionality of the preferred name and reasonable accommodations features in Frances Online for our Paid Leave and UI customers

- Led a workgroup of HR and IT staff to document employee name change processes to increase employees' understanding of the process for legal and preferred names
- Updated OED's Reasonable Accommodations Training for OED employees to improve the training's accessibility and interactivity
- Created training called Compassion in Crisis: Managing Stress, Avoiding Burnout, and Caring for Yourself First to help address compassion fatigue in both managers and frontline staff
- Improved tracking mechanisms for the agency's language access contracts and qualified bilingual and multilingual employees
- Provided technical assistance for creating an all-staff survey and analyzing response data on behalf of the Parents, Guardians, and Caregivers Empowerment Group
- Led an initiative for a Paid Leave Navigator pilot project at various WorkSource Centers to provide in-person assistance with Paid Leave claims
- Organized a robust speaker series for the Women in the Workplace Empowerment Group

The Equity and Inclusion director co-sponsors the Management Development Advisory Committee and ensures that diversity, equity, and inclusion are incorporated into the committee's work.

#### **Human Resources**

The Office of Human Resources (OHR) provides human resource and labor consultation for all employees on topics such as recruitment, staff development, personnel administration, benefits administration, nondiscrimination and affirmative action, and cultural awareness and diversity. The Office of Human Resources supports the Oregon Employment Department statewide Labor Management Committee, advises the Equity and Inclusion Council, and communicates with the Department of Administrative Services (DAS) Chief Human Resource Office (CHRO). OHR's Organization and Talent Development team gives classroom, online, and virtual learning opportunities to employees.

The Office of Human Resources is committed to implementing goals and strategies outlined in the Oregon Employment Department's Affirmative Action Plan as well as collaborating with the Equity and Inclusion Office. Each team within OHR helps embed an equity framework in work processes to respond to the diverse needs of our employees and Oregonians across the state in recruitment, promotion, discipline, performance management, accommodations, training, and policy development.

To increase management recruitments in underrepresented populations, recruitment analysts work with division managers to develop an outreach strategy targeted to the specific position and appropriate labor market. The recruitment analysts check the demographics of the applicant pool mid-recruitment to make sure there is appropriate representation. If the representation does not meet the appropriate labor market representation, recruiters may extend the job-opening, increase advertising, or increase defined sourcing.

The recruitment team maintains ongoing relationships with Partners in Diversity and similar organizations to increase sourcing of underrepresented communities. The team works closely with hiring managers and requires questions centered on equity and inclusion at each stage of the recruitment. The required equity and inclusion questions are developed in partnership with the Equity and Inclusion Council and entire Executive Team.

OHR continues to promote a workplace that values equity and inclusion through all practices. OHR consults with the Director of Equity and Inclusion and Universal Access Coordinator to address allegations of discrimination and racism and educate staff on related issues. OHR works with the Equity and Inclusion Council and Executive Team to use relevant organizational demographic data and engage in conversations to explore data needs and requests.

The interim HR director sponsors the Wellness Committee and ensures that diversity, equity, and inclusion principles are incorporated into the committee's work.

#### **IT Services**

Information Technology (IT) Services provides appropriate, sustainable, responsive, and adaptable information technology services and solutions. IT supports the technology of our computer systems in all parts of the agency through acquisition, installation, maintenance, programming, mainframe and database services, internet services and support, security, and software troubleshooting. The team also manages several key vendor relationships to make sure we have the necessary tools to support workers and businesses.

**Vision:** Be a trusted business partner, delivering flexible and scalable technology solutions that empower OED to equitably serve Oregonians.

**Mission:** Provide secure and reliable technology solutions that enable accessible and efficient employment services for all Oregonians.

**Guiding Principles:** Strategic collaboration; Deliver core services first; Configure over customize whenever possible; Focus on equitable access; Be engaged; Continuous improvement; Agency values focus; State of Oregon Enterprise Information Services (EIS) alignment; We value people

The Chief Information Officer co-sponsors the Leaders of Color Empowerment Group.

#### Modernization

Our Modernization Program is a multi-year initiative focused on transforming the agency's business processes and core technology systems. The program's current focus is updating the systems that support the delivery of employment services through WorkSource Oregon centers throughout the state. Computer systems scheduled for replacement include iMatchskills, which is the State of Oregon's online job matching system. The Modernization program helps business systems transform and streamline with new technology. The program focuses on the agency's business processes, infrastructure, and applications. It includes service delivery updates, business process re-engineering, and technical infrastructure solutions.

Modernization is committed to promoting, supporting, and expanding equity conversations in daily engagements within the team and across the agency. Leadership encourages staff to apply skills learned internally and externally. All Modernization staff are encouraged to attend additional equity and inclusion trainings and to participate in Empowerment Groups.

The Modernization director sponsors an internal DEI committee within the division that has organized a speaker on mental health for employees. The deputy director for Modernization sponsors the People with Disabilities Empowerment Group.

#### Paid Leave Oregon

Paid Leave Oregon provides eligible people with paid time off from work to care for and bond with a child during the first year of the child's birth or arrival through adoption or foster care. This essential program allows people to care for themselves or family members with serious health conditions or for safety reasons including domestic violence, stalking, sexual assault, and harassment (safe leave).

Paid Leave Oregon recognizes that this program can inherently help reduce barriers to stable employment for many historically marginalized communities, including people with disabilities, older workers, women, working parents, people of color, trans people, and other historically marginalized groups. The team is committed to providing support, time, and easy access to paid leave benefits regardless of race, ethnicity, gender, disability, language, or technology proficiency.

As part of its commitment, Paid Leave Oregon supports an internal Equity and Accessibility Alliance. This is a committee made of employees focused on equity, inclusion, and belonging, supporting the Paid Leave vision and values in all aspects of the program. This committee leads specific projects and provides resources, coaching, and mentoring to the

entire team. The division also has a robust outreach team that attends outreach fairs, cultural celebrations, back-to-school events, awareness month events, and conferences with formats in multiple languages.

In early March 2025, Paid Leave Oregon launched the Paid Leave Connector program as a pilot, partnering with three WorkSource Offices: Salem, Woodburn, and Beaverton/Hillsboro. The intent of the program was to help customers who were facing high barriers to applying for benefits by offering an in-person appointment for further support. The program is currently being piloted to help ensure its success by implementing slowly over three quarters. This approach allows for continuous improvement to processes, structure, and overall function to meet the long-term goal of having the program available state-wide.

The Paid Leave director sponsors the Women in the Workplace Empowerment Group.

#### **Strategy Office**

The Strategy Office is a shared services team in OED's Director's Office, with a mission to make delivering services across the agency more efficient, effective, and simple. The office partners with teams across OED to improve how the agency serves our customers. The Strategy Office's vision is to work with all staff to improve the way OED does our work and enhance the quality and level of service OED provides to all Oregonians.

The Strategy Office is a key partner to each division in planning and implementing projects, including DEI Plan goals when needed. The office developed OED's Customer Service policy. This policy supports the Oregon Employment Department (OED) in providing a consistent, fair, effective, efficient, and quality customer service experience across all programs. The agency aims to promote customer satisfaction, build trust, and uphold OED's commitment to public service by:

- Ensuring accessible, equitable, and culturally responsive service for Oregonians and agency partners
- · Supporting continuous improvement of OED programs to address evolving needs
- Actively measuring and incorporating customer service feedback to improve services
- Reinforcing a customer-centric, trauma-informed, and inclusive service culture across OED programs

#### Unemployment Insurance

The Unemployment Insurance (UI) Division administers unemployment insurance benefits that provide temporary, partial wage replacement for workers who are unemployed through

no fault of their own. This income provides support for unemployed workers and their communities by helping to mitigate economic downturns.

**Vision:** To deliver high quality, innovative, and equitable services to our customers through a team of experienced professionals who are dedicated to efficiency, transparency, and personal responsibility and who treat everyone with dignity and respect.

**Mission:** To administer the unemployment Insurance program in the state of Oregon through the timely and accurate processing of claims, equitable adjudication, transparent communication, and high-quality customer service.

Who We Are: The unemployment insurance program is a federal-state partnership that is funded by employer taxes and provides short-term economic relief to eligible workers who are unemployed through no fault of their own. Unemployment insurance benefits are an important income stream that not only provides support to the worker and their family, but also helps local communities maintain a stable workforce and economy. Our mission and vision are accomplished through focusing on:

- Streamlined and balanced service delivery
- Treating our customers with respect and dignity using inclusive and trauma informed approaches
- Thoughtful policy development and implementation
- Fostering successful partnerships across and outside the Oregon Employment Department
- Developing and empowering our employees, encouraging an environment where everyone owns integrity and strives to protect the unemployment insurance trust fund
- Dedication to continuous program and process improvement and embracing innovative and bold solutions
- Supporting the agency's mission, vision, values, and operational goals

The UI division has met all but one of their 2023-2025 DEI Action Plan goals and has completed several additional equity projects and trainings. Their leadership remains steadfast and determined to cultivate a division that prioritizes equity and inclusion. Some additional projects are listed below:

 UI Claims Mentorship Program: This program pairs newer Claims staff with experienced staff to help answer foundational knowledge questions and provide support as needed.
 This has resulted in staff feeling more confident and engaged with their positions.

- UI leadership sent a UI Manager to complete Stanford University's course "Leverage Diversity and Inclusion for Organizational Excellence" to assess what could be valuable to translate to other members of the UI leadership team. This leader will create presentations for UI employees based on what is learned in the course including information on implicit bias in hiring, performance evaluations, and job postings.
- Trauma Informed Customer Service: In October 2024, UI leadership asked the Equity and Inclusion Office (EIO) to present a training on trauma informed customer service for all UI managers.
- Escalated Customers Facilitated Conversations: There has been a rise in claimants who
  are in crisis or distress when reaching out to OED, and employees were interested in
  hearing from their peers in how to navigate these escalations in a trauma informed and
  compassionate manner. In January 2025, the EIO facilitated the requested discussions
  with managers and front-line team members in Adjudication and Claims.
- Caring for Customers And Ourselves When Customers Struggle to Cope: In February 2025, UI leadership invited Canopy Innovative Wellbeing to continue conversations on both self-care and claimant care when difficult issues arise.

To assist with meaningful access, the UI benefits automated phone line provides professionally translated information in five languages, the UI chatbot and Frances system customers use to claim UI benefits is available in English and Spanish, and the UI website <a href="mailto:unemployment.oregon.gov">unemployment.oregon.gov</a> has been professionally translated into 11 languages, following the agency's Language Access Procedure and Equity Framework.

The UI director sponsors the Queers & Allies Empowerment Group, and the deputy director for benefits sponsors the Mental Health and Neurodivergence Empowerment Group.

#### Workforce and Economic Research

The Workforce and Economic Research Division collects, estimates, analyzes, publishes, and distributes employment-related economic information to a variety of customers to help them make decisions. Oregon's Tribal governments are among our primary customers, as well as private businesses, people who are unemployed or otherwise seeking jobs, state and local workforce boards, elected officials and other policymakers, education and training entities, students, government agencies, and news media. Information from the agency helps customers understand current and future workforce trends and economic conditions. The division regularly posts economic and workforce information on QualityInfo.org.

The Workforce and Economic Research Division embraces values and practices that prioritize equity and inclusion and remains proactive in improving internal processes, as well as external services by promoting a culture of learning. A large and impactful initiative has

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been to create an internal committee for developing a diversity, equity, and inclusion action plan with implementation strategies.

The division has a diversity, equity, and inclusion committee to lead, develop, and support the division's strategies that promote diversity, equity, and inclusion. The division director sponsors this committee. The committee encourages thoughtful research through an equity and inclusion framework that benefits all members of Oregon's diverse labor force and strives to produce labor market research that is accessible to all communities. The committee helps the Workforce and Economic Research Division become a workplace where individual strengths are recognized and appreciated, and all employees are encouraged to contribute. The scope of the committee includes research projects, training, consulting, outreach to customers, and other initiatives that support or encourage equity and inclusion.

The team's employees and managers continue to stay connected with diversity, equity, and inclusion efforts across the agency and maintain strong partnerships with the Equity and Inclusion Office and Council.

The division director sponsors the Parents, Guardians, and Caregivers Empowerment Group.

#### Workforce Operations

The Workforce Operations Division helps Oregon grow a robust economy by customizing local workforce services that help the community and solve challenges of the workforce with recruitment, hiring, retention, promotion, and training. The division assists businesses in securing federal tax credits and offset training costs for hiring people receiving public assistance, people with disabilities, Veterans, and those who have been unemployed longer than six months.

Through a collaborative, customer-centric service delivery model, the division works with partner agencies and organizations to assess and improve the job-readiness of candidates, including teaching them job-search skills and coaching them on job-search strategies, options, and expectations. The division collaborates with WorkSource partners who receive Future Ready funding. Primary partners include regional and local training providers (Workforce Innovation and Opportunity Act Title I), Workforce and Talent Development Board, Local Workforce Boards, Office of Workforce Investments (an interagency partnership between the Higher Education Coordinating Commission and the Oregon Employment Department), Department of Human Services' Self-Sufficiency and Vocational Rehabilitation programs, Commission for the Blind, Oregon's 17 independent community colleges, and local economic development organizations.

Workforce Operations promotes equity and inclusion in internal and customer-facing interactions with tailored outreach to priority populations in all regions of Oregon. The priority

is to transform outreach into engagement. Workforce Operations staff regularly engage with Oregonians facing crises and have received training around Trauma Informed Care and transformational coaching methods. Workforce Operations acknowledges that its customers also face many additional barriers to service and re-employment such as racism, ageism, bias towards gender identity, and other biases related to protected classes. This concern is at the forefront of the division's service delivery, and they have worked with the SNAP Training and Development program to include payment for gender-affirming documentation for individuals who participate in the program and are in need.

The Workforce Operations Division engages job seekers across the state at 39 WorkSource Oregon centers, connecting them with potential employers, including agency positions. WorkSource Oregon centers accept walk-ins and provide an online scheduling tool for inperson and virtual appointments to increase accessibility for Oregonians who are not able to travel or otherwise face barriers to attending in-person appointments.

Some of the division's priority populations include Black, Indigenous, and other communities of color; Veterans, including disabled Veterans; people who have been justice-involved; migrant seasonal farmworkers; people with disabilities; tribal employers and workers; and rural Oregonians. To assist with meaningful access, its website worksourceoregon.org has been professionally translated into 11 languages, following the agency's Language Access Procedure and Equity Framework. WorkSource Oregon centers also employ a high number of bilingual employees and are trained in working with customers with disabilities to make sure we are giving them equitable access to our services.

## Progress Report for 2023-2025 Goals

The Oregon Employment Department created a bold and ambitious DEI Plan for 2023-2025 and is pleased to report that of its 114 goals, 90 have been completed, 20 are still in progress, and only four have not been started. Below is our progress report, including context for the goals we did not start. The seven focus areas of the plan are Community Engagement; Communications; Data; Decision-making and Budgets; Contracting and Procurement; Diversifying Workforce and Internal Culture; and Service Delivery.

Each of the seven focus areas below includes the challenges; actions; division or team responsible for the actions; and initial milestones and next steps. Actions from our 2023-2025 Affirmative Action Plan are included for full transparency and alignment and are denoted with an asterisk (\*).

## Community Engagement

Challenge 1: Communities lack opportunities to easily engage with our programs.

#### Action 1.1:

Use lessons learned from Paid Leave Oregon and UI rulemaking practices to explore ways to make agency wide rulemaking more accessible.

#### Division or team responsible for the action:

**Executive Team** 

#### Initial milestones and next steps:

Explore and adopt accessibility options by June 2025.

#### **Progress report:**

Completed. OED completed all expectations from the Governor's Rulemaking Expectations letter, including creating a rulemaking calendar. OED has also reviewed its website for accessibility and is working on additional updates to make the site even more clear and accessible to constituents. In addition, OED's rules coordinator is embedding more robust outreach to Tribes during our rulemaking process. OED includes an accessibility statement in all rulemaking and public meeting notices to offer language access and reasonable accommodation assistance.

#### Action 1.2:

Contract with community-based organizations through the UI navigator grant to increase engagement, with a focus on English language learners; immigrants and refugees; Black, indigenous, and people of color (BIPOC) communities; LGBTQIA2S+; people with disabilities; rural communities; young adults; and low-income households.

#### Division or team responsible for the action:

**Unemployment Insurance** 

#### Initial milestones and next steps:

Request for Grant Proposal published by July 2023. Grantees will be expected to distribute at least 250 paper materials per month, reach at least 15 potential claimants each week, host at least two UI educational trainings per month, and attend at least one event per month to provide UI information by June 30, 2025.

#### **Progress report:**

Completed. The grant award was delayed; however, UI has now contracted with three community-based organizations through the UI navigator grant. The first contract completed with the UI Navigator grant was with the Somali American Council of Oregon (SACOO) in April 2024. Their UI Navigators were fully trained by OED and began assisting customers in June 2024. UI's second contract was completed with Central Cultural de Condado del Washington (Centro) in July 2024, and their team completed training in September 2024.

The third contact was with the Oregon Human Development Corporation (OHDC), in July 2024 and their team completed training in August 2024.

As the grantees ramped up outreach and began assisting customers in local WorkSource Oregon Offices, their 1:1 services increased. Each grantee has a different approach to outreach to help reach their constituents. Outreach methods include the use of social media, WhatsApp, radio, TV, flyers, tables at events or regularly frequented places, and networking with other organizations.

On May 22, 2205, the U.S. Department of Labor ended this grant for Oregon and other states that received similar grants, limiting the agency's ability to make additional progress on this important work.

#### Additional outcomes:

- In 2024, grantees helped an average of 6 people per day with day with questions or issues related to UI.
- From Jan 1, 2025, until March 17, 2025, grantees connected with an average of 23 people per week.
- The combined efforts of the Equitable Access to UI and the UI Navigator grantees from Jan to March 2025 reached over 330,000 people.
- The grantees have hosted 39 training events/workshops, some in person and some virtually. Over 1,780 people attended in person, and over 3,200 attended virtually.
- The total number of outreach contacts across all three grantees is almost 130,000 people reached.

#### Action 1.3:

Continue to offer listening sessions to specific audiences or communities when the agency plans to change UI rules, with a goal of at least two listening sessions hosted for each rule change and documenting feedback. The listening sessions will have Spanish and American Sign Language interpreters and possibly others as applicable.

#### Division or team responsible for the action:

**Unemployment Insurance** 

#### Initial milestones and next steps:

Documentation of feedback received and how feedback is considered is already in place. Create a standard operating procedure for rule making that includes how information about the listening sessions will be publicized to reach impacted audiences, how feedback will be

documented, and timelines for the engagement activities by August 2023.

#### **Progress report:**

Completed. OED held two listening sessions, with Spanish and American Sign Language interpretation available at all sessions. However, no feedback was provided during these sessions. UI has created a written standard operating procedure for offering listening sessions on UI matters.

#### Action 1.4:

Continue to ask the Employment Department Advisory Council for feedback on all new UI rules and document feedback.

#### Division or team responsible for the action:

**Unemployment Insurance** 

#### Initial milestones and next steps:

Begin documenting feedback received and how feedback is considered by July 2023.

#### **Progress report:**

Completed. OED presented to the Advisory Council on the Unemployment Insurance Equity & Good Conscience Rule, Informed Consent Data Sharing Rule, and Work Share rule. The Advisory Council did not provide specific feedback but asked about language access and other types of customer accessibility, and the UI division explained the steps they have taken to provide equitable customer access.

#### Action 1.5:

Continue building relationships and documenting engagement between UI and communities across Oregon, with a focus on Native American, Black, African, African American, Latino/a/x, Hispanic, Asian, Pacific Islander, immigrant, refugee, asylum-seeker, linguistically diverse, economically disadvantaged, people with disabilities, LGBTQIA2S+, and farm and agricultural communities.

#### Division or team responsible for the action:

Unemployment Insurance

#### Initial milestones and next steps:

Begin documenting engagement, including feedback received and how it is considered by July 2023.

#### **Progress report:**

Completed. OED's Equitable Access to UI outreach team has provided one-on-one guidance to over 6,300 people across more than 125 outreach events. Five of the events were

educational, with a total of 346 attendees. The team has partnered with 25 agencies to support its outreach efforts. The team has also distributed over 6,300 flyers at outreach events and mailed flyers to WorkSource Oregon centers, community-based organizations, and nonprofit organizations.

#### Action 1.6:

Create and pilot a community engagement plan within the SNAP Employment and Training and Able-Bodied Working Adult program in Workforce Operations and in collaboration with ODHS and other community partners.

#### Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Pilot plan by April 2024. Document outcomes, including feedback received and how feedback is considered. Make recommendation to either expand this engagement pilot to more areas or change engagement strategies.

#### **Progress report:**

In progress. OED created a draft community engagement plan for the SNAP Employment and Training program, but the SNAP team has not yet had capacity to finalize and implement the plan. Goals for the next biennium will include community engagement for the Workforce Operations division that integrates OED's new data equity framework and other tools.

#### Action 1.7:

Begin gathering data through a survey or other tool to inform community engagement for Workforce Operations.

#### Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Begin gathering data by June 2023. Compile recommendations and apply recommendations to engagement pilot.

#### **Progress report:**

In progress. The Workforce Operations and WorkSource Center employees participate in outreach such as Veteran Stand Downs, meetings with migrant seasonal farmworkers, radio public service announcements, and social media engagement. Some of the workforce boards are conducting customer surveys and will share the data back with OED. Goals for the next biennium will include more robust community engagement for the Workforce

Operations division that integrates OED's new data equity framework and other tools.

#### Communications

Challenge 2: Communities aren't aware of programs and services available to them.

#### Action 2.1:

Create media campaigns, marketing, "Did you know?" informational videos, and other avenues to share Contributions and Recovery information with underserved communities and in plain language.

#### Division or team responsible for the action:

Contributions and Recovery

#### Initial milestones and next steps:

Convene workgroup by June 2024 to discuss most misunderstood contributions topics identified from phone call and other customer service forums. Workgroup sessions will include developing measures of success and requesting community feedback. Create plan for requesting community feedback and measures of success by December 2024.

#### **Progress report:**

In progress. OED has completed the planning for this project, including using OED's Equity Framework, and plans to conduct two employer workshops each month on how to use Frances Online system. OED has piloted the first workshop and is now making updates before conducting it with employers. While the project has been delayed due to employee turnover, it continues to be worked on as partnership between the Equity and Inclusion Office and Contributions and Recovery.

#### Action 2.2:

Conduct focus groups to get feedback on new Frances Online system with at least three underserved groups.

#### Division or team responsible for the action:

Modernization

#### Initial milestones and next steps:

Begin focus groups by June 2023. Document feedback received and how it is considered. Create survey for participants by June 2023.

#### **Progress report:**

Completed. OED conducted six virtual focus groups in English, two virtual focus groups specific to Spanish-speaking community members, and two in-person focus groups specific to the migrant seasonal farmworker communities. OED was able to incorporate much of the feedback from these groups, and the project was an overall benefit to the Frances Online rollout.

#### Action 2.3:

Create and document partnerships between the EAUI team and other state agencies working in underserved communities to increase underserved communities' knowledge of the UI system.

#### Division or team responsible for the action:

**Unemployment Insurance** 

#### Initial milestones and next steps:

Create documentation process by July 2023. Create informal partnerships that support at least six underserved communities by December 2023.

#### **Progress report:**

Completed. OED created and documented partnerships between the Equitable Access to UI (EAUI) team and 17 other state agencies working with underserved communities. Partnership activities include onsite workshops, exchanging information about the UI program and how to access it, raising awareness of the EAUI team and its services, and codistributing outreach materials.

#### Action 2.4:

Contract with marketing consultants to help select and track the best social media campaigns, marketing, "Did you know?" informational videos, and other avenues to share UI information with underserved communities and in plain language.

#### Division or team responsible for the action:

Unemployment Insurance

#### Initial milestones and next steps:

Contract documentation prepared by July 2023. Develop measures of success and a process for requesting community feedback by December 2023.

#### **Progress report:**

Completed, although changed some of the specific tactics. Due to budget constraints, OED was not able to contract with marketing consultants. Using internal resources, OED instead

created the following informational materials:

- Three videos in Spanish and English explaining how to create a Frances Online account, apply for benefits, and file a weekly claim
- Multiple updates for several videos to reflect changes in the system
- A series of guides in English and Spanish explaining how to use various aspects of Frances Online
- Magnets and pamphlets
- Audiobook version of handbook in Spanish and English, also available in podcast format
- · Braille documents

#### Video views:

- Creating an account –English multiple versions: 16,252
- Creating an account -Spanish multiple versions: 355
- File an initial claim
   – English multiple versions: 4,619
- File an initial claim– Spanish multiple versions: 108
- Weekly claim English– single version: 7,999
- Weekly claim Spanish– single version: 117

Due to staff capacity, a community feedback measure was not able to be completed.

## Challenge 3: Not enough certified bilingual employees to conduct quality reviews of translated materials.

#### Action 3.1:

Contract with community-based bilingual vendors to increase options and turnaround times for conducting quality reviews of translated materials.

#### Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

Have contract in place by April 2024 to add to our options and turnaround times for conducting quality reviews.

#### **Progress report:**

Completed. OED contracted with a community-based bilingual vendor to conduct quality reviews of translated materials. The first document for quality review was the UI Claimant Handbook in 11 languages. OED received detailed edits from the vendor for all languages and has incorporated those edits.

OED is also contacting employees who have successfully passed speaking and listening assessments but not translation assessments to check which employees are interested in taking the translation assessment and adding translation or quality reviews of translations to their duties.

#### Action 3.2:

Ensure that language access policy is enforced and practiced during recruitment planning for public-facing divisions. This will include incorporating translation quality review needs into recruitment processes for deciding whether a recruitment should be bilingual, and whether it should be bilingual required or preferred.

#### Division or team responsible for the action:

**Human Resources** 

#### Initial milestones and next steps:

Incorporate process by June 2024 and document changes in hiring of bilingual employees.

#### **Progress report:**

Completed. OED combined this action with Action 10.4, which the Workforce Operations division piloted. The pilot was successful in increasing the quality and quantity of bilingual applicant pools. In February 2024, OED adopted this practice for all bilingual-required recruitments.

Challenge 4: Without intentional review processes or resources, agency communications could be difficult to understand or include unintentionally disrespectful or harmful language.

#### Action 4.1:

Implement an intentional review process for communications that includes edits for plain language, terms that are easy to translate across multiple languages, gender-inclusive terms, non-violent language, and reducing jargon.

#### Division or team responsible for the action:

Communications

#### Initial milestones and next steps:

Implement process across all divisions by July 2023. Track number of documents that Communications edits.

#### **Progress report:**

Completed. This review process has been successfully used and refined throughout the biennium. Current roles are as follows:

- Program: ensure contents of the communications are correct (accurate, legally sufficient, etc.)
- Communications: ensure recipient can read and understand the communications (plain language, copy editing, consistent with other communications, etc.)
- Equity and Inclusion Office: ensure the communications are accessible and inclusive to
  potential recipients (includes online and phone response options, easy to translate into
  other languages, accessible for multiple types of disabilities, respectful language, etc.)

#### Action 4.2:

Host regular meeting of communications, equity, and program staff to discuss challenges and successes from the communications review process for agency divisions

#### Division or team responsible for the action:

Communications

#### Initial milestones and next steps:

Host first meeting by August 2023 and at least four meetings per year.

#### **Progress report:**

Completed. OED has held regular meetings on this topic from August 2023 to the present. Results from these meetings have included building understanding of and defining each area's roles and responsibilities and iterative process improvements.

#### Action 4.3:

Develop an inclusive, person-centered language guide and update it annually. Share examples regularly with all staff through multiple formats (newsletters, Equity Circles, team

meetings, etc.) so that everyone has a common knowledge and understanding of inclusive language.

#### Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

Create first guide by September 2023; send first communication to all staff by October 2023. Request employee feedback and document how feedback is considered.

#### **Progress report:**

Completed. OED created and shared an inclusive, person-centered language guide in January 2024 through its Paid Leave Oregon division, which is available to all employees. OED continues to update the guide based on employee feedback and evolving best practices. The most recent update was July 2024.

#### Action 4.4:

Develop a glossary of common Paid Leave Oregon terms to assist with document creation from an accessibility and person-centered perspective.

#### Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Create first glossary by September 2023. Request and gather employee feedback by April 2024. Document how feedback is considered on a quarterly basis.

#### **Progress report:**

In progress. OED began developing this glossary in June 2022, but due to the newness of the Paid Leave Oregon program and rapidly developing processes and policies, this glossary has not been finalized yet. In September 2022, Paid Leave Oregon translators developed a separate glossary and best practices of common Paid Leave Oregon terms in Spanish, Vietnamese, Arabic, Korean, Russian, Simplified Chinese, and Traditional Chinese to assist with document translation, which improves accessibility for customers and staff. Paid Leave updated this glossary most recently in November 2024.

#### Data

Challenge 5: There are insufficient data on the communities we serve.

#### Action 5.1:

Include options to provide demographics information on sexual orientation and gender identity for agency customers in modernized systems. Train employees on these new questions.

#### Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

Finalize questions by April 2023; create trainings by August 2023. Monitor response rates, customer feedback, and employee feedback on a quarterly basis through June 2025. Document how feedback is considered.

#### **Progress report:**

Completed. OED created demographics questions on sexual orientation and gender identity and included them in the launch of Paid Leave Oregon benefits in September 2023 and the launch of Unemployment Insurance benefits in the new system in March 2024. OED collaborated with a local LGBTQIA2S+ advocacy organization, internal equity teams, and internal policy staff to finalize the questions. To support employees in using the questions, OED created internal employee scripts, an awareness training that over 300 employees have taken, an FAQ resource, and focus groups. The questions include options for "I do not understand what this question is asking" and "Prefer not to say" for customers who do not want to disclose this information.

#### Action 5.2:

Develop a Data Equity Framework to determine success and key performance benchmarks for Paid Leave Oregon customer data, including reaching priority populations and evaluating priority population outcomes.

#### Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Begin framework by October 2023; complete draft and implement by April 2024. Monitor key performance indicators on an ongoing basis and conduct quarterly reviews to develop recommendations for responding to trends in customer data.

#### **Progress report:**

Completed. OED began drafting the data equity framework in June 2022 and completed the first draft in August 2023. Relevant internal reviewers, such as data teams, data stewardship

council, research team, etc. have reviewed and updated the framework. OED's executive team adopted the data equity framework in March 2025.

#### Action 5.3:

Gather data from survey engagements to identify gaps and trends in Paid Leave Oregon engagement efforts.

#### Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Ongoing; track community survey feedback.

Review each quarter and document how feedback is considered starting September 2023.

#### **Progress report:**

Completed. From summer 2022 to fall 2023, the outreach team surveyed community members at outreach events to learn if the outreach was helpful and learn more about which communities were attending these outreach events. The surveys were stopped because they did not yield substantive/actionable information. OED is now working on two updated surveys. One is to gather information on Paid Leave customers' experience and OED's support for customers in terms of trauma awareness. The second survey is on customer experience and Frances Online. OED also developed an internal data tracker to collect qualitative and quantitative data from OED employees on customer experiences with accessing the program.

#### Action 5.4:

Collaborate with the agency's Workforce and Economic Research Division to identify new methods for gathering demographic data to understand and resolve barriers to the UI system to increase participation within underserved populations.

#### Division or team responsible for the action:

Unemployment Insurance

#### Initial milestones and next steps:

Begin collaboration by July 2023 and develop a plan of action based on the recommendations by December 2023.

#### **Progress report:**

Completed. OED's Workforce and Economic Research division assisted in developing the Equitable Access to UI (EAUI) survey questions. EAUI collected a total of 1,367 surveys.

They are also working with UI navigator grant recipients to identify barriers that claimants and the general public experience. EAUI has visited 18 WorkSource centers to build relationships with their staff to identify UI access barriers and connect with their internal and external partners to learn about outreach event opportunities. EAUI has also given workshops about barriers and meeting with claimants experiencing barriers based on systemic marginalization.

As of January 2025, OED's UI Navigator has identified and responded to the following barriers to equitable access to UI and timely receipt of UI benefits:

- Six awareness barriers
- 44 communication and language barriers
- One employer compliance barrier
- 12 Frances barriers, such as lack of digital literacy/ability to navigate the online system
- 27 UI processes and/or procedures barriers
- One UI training barrier

#### Action 5.5:

Collect customer demographic data during the initial stages of the Workforce Operations modernization project to inform program goals

#### Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Collect data from May to August 2023. Review key findings and document equity-based recommendations for modernization project by December 2023.

#### **Progress report:**

Not started. An initial review of the data showed insufficient information to create recommendations, and OED is now waiting on vendor selection for the modernization project before continuing this goal. Future planning will use OED's data equity framework and lessons learned from demographics collected through Frances Online to inform customer demographics decisions.

Challenge 6: Decision makers need more data on internal workforce demographics, including any trends or disparities in hiring, retention, etc.

#### Action 6.1:

Create partnership between Human Resources and the Equity and Inclusion Office to compile a comprehensive report consisting of multiple aggregated data points (i.e. organizational diversity, retention and advancement rates, language requests, overall climate, etc.) to share quarterly and annually agency wide.

#### Division or team responsible for the action:

**Human Resources** 

#### Initial milestones and next steps:

Begin by December 2023. Document any trends and identify any actions in response to trends.

#### **Progress report:**

In progress. The Human Resources team shares a quarterly report on anonymized employee discrimination complaints with the Equity and Inclusion Office and compiles a regular dashboard of demographics, hiring timelines, reasonable accommodations timelines, separation reasons, and investigation timelines. The Equity and Inclusion Office teams publish a quarterly internal report on more in-depth demographics and shares data from

training and other surveys. Both teams have access to the agency's employee engagement survey data. To date, the teams have not yet established a comprehensive report to share, and the teams continue to plan how to appropriately compile the report.

#### Action 6.2:

Implement metrics to track the Workforce and Economic Research retention rates by demographics to help identify areas of support

#### Division or team responsible for the action:

Workforce and Economic Research

#### Initial milestones and next steps:

Implement metrics by December 2023. Document any trends and identify any actions in response to trends.

#### **Progress report:**

Completed. The Equity and Inclusion Office shares demographics updates with the Workforce and Economic Research division director on a regular schedule to check for trends. To date, there have not been any trends to respond to, and reviews are ongoing.

## **Decision-Making and Budgets**

Challenge 7: Resource allocation decisions, including discretionary budget allocation, aren't informed using an equity framework.

#### Action 7.1:

Collaborate with the Equity and Inclusion Office and lessons learned from Paid Leave Oregon to develop mechanisms for tracking and using community feedback on our budget.

#### Division or team responsible for the action:

Administrative and Business Services

#### Initial milestones and next steps:

Develop mechanisms by June 2024 Use engagement mechanisms for developing 2025-2027 budget.

#### **Progress report:**

Completed. Responsibility for this goal shifted to OED's executive team so that each executive was responsible for incorporating lessons learned into their budgets. Community feedback during previous budget cycles has consistently emphasized the importance of excellent customer service; accessibility, which includes multiple ways to access services and get help, language access, disability access; and robust outreach and education about OED's services. Although most of OED's services are funded by specific federal grants, OED's executive team has focused much of its discretionary spending to improve customer service, accessibility, outreach, and education.

#### Action 7.2:

Learn from other divisions about how they have invested in priority populations and identify areas for improvement within Workforce Operations for greater budget equity and complete a root-cause analysis for barriers faced.

#### Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Begin bi-monthly meetings in August 2023 with other divisions. Begin gathering data related to barriers faced in Workforce Operations by December 2023. Complete a root cause analysis to identify existing barriers by June 2024. Use the findings and conversations with

other divisions to improve Workforce Operations budget equity.

#### **Progress report:**

Not started. Responsibility for this goal shifted to the Equity and Inclusion Office to learn more about Workforce Operation's budget and where discretionary funding could assist with removing barriers or otherwise prioritizing equitable access. Due to staff turnover, this goal has been restarted.

## **Contracting and Procurement**

Challenge 8: Minority-owned businesses and vendors are underrepresented in agency contracts.

#### Action 8.1:

Continue to streamline processes, participate in state outreach and engagement events, and promote opportunities with the Department of Administrative Services to support and mitigate challenges for vendors, with an emphasis on minority owned vendors and small and intermediate contracts.

#### Division or team responsible for the action:

Administrative and Business Services

#### Initial milestones and next steps:

Increase percentage of contracts with COBID vendors from 5% to 10% of total contracts by June 2025.

#### **Progress report:**

In progress. OED met with a COBID subject matter expert in 2023 to learn more about the process and vendor support. OED also collected the Department of Administrative Services' current outreach to COBID vendors and attended the Governor's Marketplace event. To date, OED has maintained 5% COBID vendor contracts. Currently, OED is collecting information on more local outreach opportunities to connect with vendors. OED has also tried to increase its use of COBID and other underrepresented vendors through reminders to contract administrators across the agency, such as for speaker events and other opportunities.

#### Action 8.2:

Establish a tribal consultation process and identify language access needs for contracting and procurement services by July 2024.

#### Division or team responsible for the action:

Administrative and Business Services (ABS)

#### Initial milestones and next steps:

Identify mechanism to update language services and establish consultation process by July 2024.

#### **Progress report:**

In progress. Due to ABS leadership turnover, this goal has been delayed. OED now has a Tribal consultation process, which is managed by the Tribal liaison. In March 2025, the Tribal liaison presented to Administrative and Business Services leadership on working with Tribes and gave recommendations on the consultation process. OED is working on curating contracting and procurement opportunities to include in communications to Tribal governments to go through streamlined, unified messaging. After completing this step, OED will work on a similar process for language access.

#### Action 8.3:

Increase transparency in procurement processes by developing infrastructure for additional data collection mechanisms, exploring existing data sources, and identifying potential barriers to mitigate with new changes.

#### Division or team responsible for the action:

Administrative and Business Services

#### Initial milestones and next steps:

Develop infrastructure by June 2025.

#### **Progress report:**

In progress. OED has transitioned to using Oregon Buys for its procurement and must follow its processes. OED has been looking into what data collection is available in the new system or through the Department of Administrative Services so we can identify any gaps and opportunities.

#### Action 8.4:

Develop small, non-competitive agreements with community-based organizations to connect Paid Leave Oregon to historically underrepresented groups. Agreements will include food, childcare, interpreters, and staff time considerations.

#### Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Begin documenting the number of agreements by July 2023. Track community survey feedback. Review each quarter and document how feedback is considered starting September 2023.

#### **Progress report:**

Completed. Paid Leave continues to offer non-competitive agreements to community-based organizations that have a desire to help spread awareness about the program. Due to low participation in the process, there is no actionable feedback at this time. However, it seems likely that the low participation is due to the relatively small amount that state agencies can award through non-competitive agreements.

## Diversifying workforce and internal culture

Challenge 9: Not all internal trainings are accessible or have been reviewed for cultural awareness.

#### Action 9.1:

Review agency trainings and create plan for cultural awareness, including more accessibility options, such as voiceover, captions, recording live trainings, etc.

#### Division or team responsible for the action:

**Equity and Inclusion Office** 

#### Initial milestones and next steps:

Begin review by December 2023. Create first draft of plan by June 2024 and request feedback from all agency trainers. Finalize plan by September 2024. Assist trainers in implementing plan and monitor employee feedback from trainings. Document how feedback is considered.

#### **Progress report:**

Completed. OED created an accessible trainings framework that includes all requirements of this goal and finalized the framework and plan in August 2024. Agency trainers met several times post launch to make continuous improvements.

Challenge 10: Government recruitment processes can be difficult for external applicants to understand and access.

#### **Action 10.1:**

Collaborate with Office of Human Resources to develop equity reviews process for job listing design and recruitment and hiring practices for each division.

#### Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

Begin collaboration and develop process with all divisions by June 2024. Track recruitment data and respond to any new trends.

#### **Progress report:**

In progress. This collaboration began in January 2024. Due to hiring surges that greatly increased work for the recruitment team, the workgroup extended the due dates for this goal to the end of 2024. In December 2024, the Human Resources team communicated with all managers about working with the Equity and Inclusion Office to complete equity reviews for position descriptions. This is ongoing work as both teams develop this collaboration. The workgroup also combined this action with Actions 11.16, 11.17, 12.9, which adds to the complexity and scope of the overall project.

#### Action 10.2:

Develop comprehensive recruitment and interview guidance, including writing interview questions and position descriptions for increasing plain language and avoiding gender coding, ableism, violent language, etc.; preparing an interview panel, equity reviews, and evaluating candidates through the Paid Leave Oregon rubric.

#### Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Develop guidance and training by September 2023.

Track progress through employee demographic data and engagement surveys. Review quarterly and give recommendations based on outcomes (for example, in comparing the division labor force to the statewide labor force.

#### **Progress report:**

Completed. OED created a recruitment guide for Paid Leave Oregon managers that includes these components. Topics include equity reviews of interview questions, required trainings, how to score candidates from a skills- and qualifications-based perspective, and inclusive language. Paid Leave's demographics in terms of gender, race, ethnicity, Veteran status, and language exceed the Oregon labor force statistics.

#### Action 10.3:

Leverage Business Services team to promote agency recruitments to underrepresented communities via job boards, community-specific spaces, and other gathering spaces by inputting these positions in iMatchSkills.

#### Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Business Services team will begin promoting select agency recruitments by January 2024. Explore using Workday to track where applicants discovered the job. Track recruitment data for 6 months and review for new trends in hiring and applications.

#### **Progress report:**

Completed. This action overlaps with Action 13.7. The Business Services team began promoting select agency recruitments in December 2023 and this work continues.

#### Action 10.4:

Post Migrant Seasonal Farmworker Representative recruitments for use in both English and Spanish and translate interview questions in both English and Spanish.

#### Division or team responsible for the action:

Workforce Operations

#### Initial milestones and next steps:

Begin new process by February 2024. Track recruitment data for 6 months and review for new trends in hiring and applications.

#### **Progress report:**

Completed. This action is combined with Action 3.2. The pilot was very successful at increasing the quality and quantity of bilingual applicants, and OED's executive team adopted the process across OED in February 2024.

Challenge 11: We must continue to foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity.

#### **Action 11.1:**

Conduct quarterly Equity Circles within Contributions and Recovery, beginning with division leadership and then moving to frontline employees.

#### Division or team responsible for the action:

Contributions and Recovery

#### Initial milestones and next steps:

Conduct one leadership session each quarter, beginning Q2 2023. Collaborate with Equity and Inclusion Office to establish facilitation technique for leadership team. Conduct at least one Equity Circle with each team by December 2023.

#### **Progress report:**

Completed. All teams began participating in Equity Circles by November 2023 and have continued the project per the required schedule. The Equity and Inclusion Office continues to monitor feedback from all employees to address any concerns.

#### **Action 11.2:**

Invite at least one representative from our equity-centered groups or committees to each Contributions and Recovery interview panel for open competitive recruitments.

#### Division or team responsible for the action:

Contributions and Recovery

#### Initial milestones and next steps:

Representation from our equity-centered groups or committees will begin by July 2023.

#### **Progress report:**

In progress. The Contributions and Recovery division began inviting representatives starting in July 2023. Representatives can be identified in most situations; however, there is not always enough notice for employees to adjust their schedules, so this is an opportunity for improvement.

#### \*Action 11.3:

Train 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.

#### Division or team responsible for the action:

#### **Equity and Inclusion Office**

#### Initial milestones and next steps:

Start trainings by June 2023 and train all current employees by June 2024. Train new employees within 6 months of hire. Survey participants and document how feedback is considered.

#### **Progress report for Part 1:**

In progress. From July 1, 2023, through April 30, 2025, OED trained 658 employees in Culture Matters Part 1. To date, approximately 310 employees (18%) still need to be trained.

- 90% 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.
- More sessions are scheduled through Feb 2026.

## **Progress report for Part 2:**

- In progress. From July 1, 2023, through April 30, 2025, OED trained 698 employees in Culture Matters Part 2. To date, approximately 781 employees (44%) still need to be trained.
- 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.
- 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.
- More sessions are scheduled through February 2026.

# \*Action 11.4:

Conduct quarterly drop-in sessions open to all staff to practice bystander intervention techniques.

## Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

Host first drop-in session by August 2023. Survey participants and document how feedback is considered.

#### **Progress report:**

Completed. OED began offering these quarterly sessions in August 2023 with a session called "Tone from the Top".

 Through April 30, 2025, over 110 employees have attended these sessions. 94% of posttraining 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.

In February 2024, OED added a second session called "Community Cultural Wealth" to this quarterly series.

• Through April 30, 2025, 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.

In September 2024, OED added a third session called "Interview Panels: Inclusion in Action."

Through April 30, 2025, over 65 employees have attended these sessions. 100% 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.

OED has created fourth session called "Compassionate Communication" to offer in the first half of 2025.

## \*Action 11.5:

Assist managers in facilitating Equity Circles (or future projects related to discussions of equity and inclusion) upon request/as needed and offer practice sessions.

# Division or team responsible for the action:

Equity and Inclusion Office

# Initial milestones and next steps:

Offer first practice sessions by July 2023. Survey participants and document how feedback is considered.

# **Progress report:**

Completed. OED's Equity and Inclusion Office (EIO) staff continue to help 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, office staff 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.

## \*Action 11.6:

Continue facilitating Empowerment Groups (affinity groups) and create more.

## Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

Four groups are currently in place; create at least two more groups by December 2023.

## **Progress report:**

Completed. 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 spring 2024 and spring 2025 surveys of attendees, over 80% of respondents in both surveys reported that the groups help them feel valued and supported in reaching their full potential

# \*Action 11.7:

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. Topics will also include older and younger workers; parents, guardians, and caregivers in the workplace; neurodivergence; and autism. The goal is to host at least 15 events.

## Division or team responsible for the action:

**Equity and Inclusion Office** 

#### Initial milestones and next steps:

Host at least 15 events by June 2025. Survey participants and document how feedback is considered.

#### **Progress report:**

Completed. Since July 1, 2023, OED has exceeded its goal by proving 23 learning opportunities open to all employees, with two more scheduled. The learning opportunities cover all topics listed in this goal and are listed below:

- 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
- Conflict Resolution and Restorative Justice
- · Sticky Notes and Missed Meetings: Navigating ADHD and Learning Disabilities at Work
- Men's Mental Health Awareness Month
- Veteran's Celebration
- Experience Autism

- Lunar New Year Awareness
- Supporting Muslim Colleagues During Ramadan
- Human Trafficking
- Transgender Day of Visibility
- Thriving Together: Disability in the Workplace
- National Infertility Awareness Week,
- Scheduled learning opportunities for May June 2025 are National Foster Care Month, Older Americans Month, and Juneteenth.
- 83% of post-training survey respondents reported they could apply what was discussed to their work, either through improving workplace culture or in how we serve our customers

# \*Action 11.8:

Develop an agency wide equity framework as a tool for proactively preventing or reducing unintended disparate impacts of policies, practices, and projects that affect our workforce.

# Division or team responsible for the action:

**Equity and Inclusion Office** 

# Initial milestones and next steps:

Develop framework by June 2024. Work closely with each division to assist in implementation, document feedback and lessons learned, and update framework as needed.

# **Progress report:**

Completed. OED's Executive Team adopted the framework in February 2025.

# \*Action 11.9:

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.

# Division or team responsible for the action:

Equity and Inclusion Office

Ongoing; begin documenting input and how input is considered by August 2023.

#### **Progress report:**

Completed. 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, an all-staff engagement survey in 2023 and 2024, sessions with the Equity and Inclusion Council, and focus groups with all seven empowerment groups.

- To date, feedback has helped inform current trainings, newsletter topics, the 2025-2027 Affirmative Action Plan, and the 2025-2027 DEI Plan
- 90% of participants in OED's equity and inclusion trainings reported that the training could be applied to their work

#### \*Action 11.10:

Develop and execute 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.

#### Division or team responsible for the action:

Equity and Inclusion Office

# Initial milestones and next steps:

Complete plan by February 2024. Monitor implementation, including employee input and document how input is considered.

# **Progress report:**

In progress. OED finalized this strategic communications plan in December 2023, created materials and presentations to support the plan, and has implemented the plan across agency divisions except for Workforce Operations, which was delayed due to staff turnover. This final implementation is scheduled for summer – fall 2025.

# \*Action 11.11:

Develop or obtain anti-bias training for all hiring managers and interview panelists.

# Division or team responsible for the action:

**Equity and Inclusion Office** 

Announce training by June 2024. Survey participants and document how feedback is considered.

#### **Progress report:**

Completed. 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 stated in Action 11.4, in September 2024, OED also created the live training "Interview Panels: Inclusion in Action" and hosted three sessions.

Through April 30, 2025, over 65 employees have attended these sessions. 100% 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. The Equity and Inclusion Office has reviewed feedback to incorporate into future sessions.

## Action 11.12:

Develop or obtain racial equity training for all employees

## Division or team responsible for the action:

Equity and Inclusion Office

# Initial milestones and next steps:

Announce training by July 2024. Train all new employees within 90 days of hire and train all employees by June 2025.

# **Progress report:**

Completed. OED announced this training to all employees and it is required for all new employees within 90 days of hire.

# Action 11.13:

Participate as a leadership team on racial equity, disability inclusion, and trauma-informed trainings. These trainings would be in addition to the agency's other required trainings for leadership teams and other employees.

# Division or team responsible for the action:

#### **Executive Team**

#### Initial milestones and next steps:

Complete trainings by June 2024.

#### **Progress report:**

Completed. OED's Executive Team completed a nine-hour racial equity training, a two-hour trauma-informed tools for managers training, and a two-hour training on creating neurodiversity-friendly workplaces to complete this goal. Several members of the Executive Team also attended additional trainings on these topics, such as trainings under Action 11.7.

## \*Action 11.14:

Allocate a minimum number of hours for employees and managers to attend diversity, equity, and inclusion training, events, and Empowerment Groups. 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.

#### Division or team responsible for the action:

**Executive Team** 

#### Initial milestones and next steps:

Decide minimum number of hours by November 2023. Monitor implementation and employee feedback. Document how feedback is considered.

# **Progress report:**

Completed. 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.

## \*Action 11.15:

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.

# Division or team responsible for the action:

**Executive Team** 

Complete templates and communicate to all managers by December 2023. Monitor implementation and compliance.

#### **Progress report:**

Completed. In December 2023, OED gave managers guidance on how to include accountability for promoting equity and inclusion in PAF plans. By June 30, 2024, all executives shared this goal with their teams and started to put it into action.

## \*Action 11.16:

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.

## Division or team responsible for the action:

**Human Resources** 

#### Initial milestones and next steps:

Ongoing; Adopt agency language resources to update job posting template and recruitment documents by April 2024.

## **Progress report:**

In progress. This collaboration began in January 2024. Due to hiring surges that greatly increased work for the recruitment team, the workgroup extended the due dates for this goal to the end of 2024. In December 2024, the Human Resources team communicated with all managers about working with the Equity and Inclusion Office to complete equity reviews for position descriptions. This is ongoing work as both teams develop this collaboration. The workgroup also combined this action with Actions 10.1, 11.17, and 12.9, which adds to the complexity and scope of the overall project.

# \*Action 11.17:

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.

# Division or team responsible for the action:

**Human Resources** 

## Initial milestones and next steps:

Establish required training and/or guiding documents for process by June 2024.

#### **Progress report:**

In progress. This collaboration began in January 2024. Due to hiring surges that greatly increased work for the recruitment team, the workgroup extended this action into the next DEI Plan. This is ongoing work as both teams develop this collaboration. The workgroup also combined this action with Actions 10.1, 11.17, and 12.9, which adds to the complexity and scope of the overall project.

## Action 11.18:

Share aggregate data with Equity and Inclusion Office quarterly and annually on workforce discrimination complaints received related to disability, race, gender, justice involvement, etc.

## Division or team responsible for the action:

**Human Resources** 

#### Initial milestones and next steps:

Implement data sharing structure and cadence by December 2023.

#### **Progress report:**

Completed. Human Resources began sharing the aggregate complaints data in March 2024. The report includes:

- Number of complaints received under each category
- Overview and nature of complaint
- Date received
- Date resolved
- Outcome and supporting justification (conclusion findings)
- Disciplinary action taken

# Action 11.19:

Adopt and implement Department of Administrative Services mentoring toolkit to increase formal mentorships and professional development pathways, with specific opportunities for employees of color.

# Division or team responsible for the action:

**Human Resources** 

Implement toolkit framework across agency by December 2024.

#### **Progress report:**

Completed. OED reviewed the DAS mentoring toolkit and determined that it would not meet the needs of underrepresented employees. Working with its Empowerment Groups, OED created a new mentorship toolkit and launched a pilot in April 2025. The mentorship framework is built from four pillars:

- · Racial equity
- Cultural humility
- Community cultural wealth
- · Trauma informed practice

## Action 11.20:

Collaborate with division managers and Workforce Operations Business Services team to curate and expand outreach and recruitment processes. Document process in our manager toolkit for agency wide consistency and applicability.

## Division or team responsible for the action:

**Human Resources** 

# Initial milestones and next steps:

Establish process by June 2025.

## **Progress report:**

Completed. This action overlaps with Action 10.3. The Business Services team began promoting select agency recruitments in December 2023 and this work continues.

## Action 11.21:

Strengthen and develop new partnerships with DEI-focused organizations and educational institutions to support job pathways, provide interview and training resources, and help mitigate related employment challenges identified by priority populations. HR Recruitment team will consult with other state agencies for implementation support.

# Division or team responsible for the action:

**Human Resources** 

# Initial milestones and next steps:

Ongoing; begin documenting by July 2023.

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Create system to track partnerships and establish formal collaborations with 10 DEI–focused organizations by June 2024.

#### **Progress report:**

Completed. In combination with the actions from Action 11.20, OED curated a list of DElfocused organizations. The recruiters partner with the WorkSource Business Services Team to source via LinkedIn Recruiter; they have established a great collaborative partnership. There is ongoing sourcing through various LinkedIn diversity groups, including Oregon Professionals of Color, NW EEO Group, Diversity Resource Group, Diversity and Cross-Cultural Professionals, Diversity Professionals, Asian Pacific Islander Community Leadership Institute, Center for Women's Leadership, National Association of Asian American Professionals (NAAP), Minority Professional Network (MPNdiverityjobs.com), ELGL: Engaging Local Government Leaders, etc. There is additional ongoing sourcing through various job boards/platforms including Partners in Diversity (PiD), Indeed, Job Accommodation Network (JAN), Handshake, etc.

## Action 11.22:

Collaborate with EIO to review current discrimination, harassment, etc. reporting processes, identify areas of improvement, and explore a confidential advocate protocol.

## Division or team responsible for the action:

**Human Resources** 

## Initial milestones and next steps:

Collaborate with state partners (DAS Chief Human Resources Office, Oregon Department of Jus- tice, etc.) to explore confidential advocate protocol by June 2025.

# **Progress report:**

In progress. This action has shifted to be led by recommendations from the Leaders of Color Empowerment Group, which is ongoing work. The Leaders of Color group members sent a proposal to OED's Executive Team in July 2024 with several recommendations. The recommended topic areas were hiring and representation; listening and believing; policy and support; investigation and accountability; training and education; cultural recognition and inclusion; data and transparency; involvement and participation; mental health and wellness support; safe reporting mechanisms; inclusive leadership development; and continuous improvement and evaluation. OED's director has led discussions with the executive team, a subcommittee of the Leaders of Color group, and the entire Leaders of Color group to understand the recommendations and decide next steps.

#### Action 11.23:

Review, update, and enforce agency wide exit interview process and identify mechanism to use feedback collected through exit interviews.

## Division or team responsible for the action:

**Human Resources** 

#### Initial milestones and next steps:

Complete all actions by December 2023.'

#### **Progress report:**

In progress. OED reviewed the currently available exit interview data and questions. During the DEI Plan period, the Department of Administrative Services also reviewed the exit interview and created a new draft exit interview. OED provided feedback on the draft exit interview. The intention is to share data with HR Business Partners so they can follow up with coaching or other actions as appropriate.

## Action 11.24:

Review Performance Accountability and Feedback (PAF) process and identify areas of improvement.

## Division or team responsible for the action:

Human Resources/Chief Human Resources Office

# Initial milestones and next steps:

Complete initial review, identify opportunities for improvement, and make recommendations to DAS Chief Human Resources Office by June 2025.

# **Progress report:**

In progress. OED created guidance on incorporating diversity, equity, and inclusion professional development into PAF plans in 2024 and will provide live trainings on this topic over the next biennium. OED invited the Department of Administrative Services to provide a PAF refresher training to all managers in April 2025, and the EIO and HR teams will develop PAF equity and inclusion workshops as part of the HR development curriculum for employees starting in July 2025.

# Action 11.25:

Collaborate with Equity and Inclusion Office for foundational equity and language training opportunities within IT.

## Division or team responsible for the action:

IT

#### Initial milestones and next steps:

Ongoing; begin documenting by July 2023. Establish training cadence for at least four trainings per year for IT managers and staff and begin attending by June 2024.

#### **Progress report:**

Completed. IT created a training roadmap for all IT managers, such that their training goals aligned with equity circle topics. IT also hosts trainings from the Equity and Inclusion Office, and this training work is ongoing.

# Action 11.26:

Create an equity and inclusion committee within Modernization, to include vendors.

## Division or team responsible for the action:

Modernization

#### Initial milestones and next steps:

Create committee by July 2023.

## **Progress report:**

Completed. The Modernization DEI committee began in January 2024 and meets monthly on a variety of topics. In April 2025, they hosted a speaker from the National Alliance on Mental Illness.

# Action 11.27:

Continue the work of the Paid Leave Equity and Accessibility Alliance, an employee committee that serves on interview panels, provides mentoring and coaching, and conducts stay and exit interviews.

# Division or team responsible for the action:

Paid Leave Oregon

# Initial milestones and next steps:

Ongoing; track committee projects by February 2023.

Determine success measures for projects and continue to track each one, report out each quarter during division meetings.

## **Progress report:**

Completed. The Equity and Accessibility Alliance's work continues and has evolved into a consultative role for various equity-focused projects. Although the members no longer provide stay or exit interviews, they continue to serve on interview panels.

## Action 11.28:

Work with Organizational Change Management to develop internal Paid Leave Oregon conflict resolution path with restorative justice, non-violent communication, and trauma-informed approaches for interpersonal conflicts that do not rise to the level of policy violations.

#### Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Develop plan by December 2023. Implement across division with training by April 2024. Track number of reported conflicts to managers or leads starting June 2024.

#### **Progress report:**

In progress. Paid Leave Oregon works to resolve issues at the lowest level and use trauma-informed tools that center employees of color to reduce racialized harm and promote safety and restorative justice. The Leaders of Color Empowerment Group has also been collaborating with executive leadership to help inform policy on when an employee of color experiences racial harm and what steps various invested parties should respond to help repair the harm and mitigate future harm. The empowerment group met with OED's director to discuss multiple areas to address, including believing people of color, and what support is needed. OED has identified next steps and is forming workgroups for each action item.

# Action 11.29:

Develop internal Paid Leave Oregon escalation plan that centers Black and brown employees when interacting with the public or when conflict arises with a manager.

## Division or team responsible for the action:

Paid Leave Oregon

## Initial milestones and next steps:

Develop plan by September 2023. Implement by December 2023. Track number of reported conflicts to managers or leads starting January 2024.

# **Progress report:**

Completed. Paid Leave implemented this plan "Paid Leave Responding to Intimidation, Personal Attacks, or Harassment by Customers Procedure" in January 2024.

## Action 11.30:

Develop stay and exit interviews within Paid Leave Oregon.

#### Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Develop interviews by January 2024. Track progress through employee engagement surveys. Review quarterly and give recommendations based on survey results.

## **Progress report:**

Completed. Paid Leave completed several stay and exit interviews during this time period. The stay interviews were transitioned out due to the PAF process transitioning in, and the exit interviews were discontinued due to not identifying any ongoing trends and HR's work to refine exit interviews.

# Action 11.31:

Develop Paid Leave Oregon expectations focused on a person-centered approach and psychological safety.

# Division or team responsible for the action:

Paid Leave Oregon

## Initial milestones and next steps:

Develop expectations by June 2023. Implement by September 2023. Track success through ongoing quarterly employee engagement surveys and give recommendations based on results.

# **Progress report:**

Completed. OED implemented customer care principles for Paid Leave Oregon in July 2023 that incorporate these requirements, as well as being trauma-informed. These principles are used in trainings and new employee orientation.

## Action 11.32:

Continue employee discussions within Paid Leave Oregon centering the most impacted to help inform and guide policies and procedures that affect employees.

## Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Begin documenting by July 2023. Track success through ongoing quarterly employee engagement surveys and give recommendations based on results.

## **Progress report:**

Completed. OED created a qualitative discussion group to meet this goal. This group includes a high percentage of employees of color who provide feedback and guidance on centering the most impacted communities in Paid Leave Oregon's policies and procedures.

# Action 11.33:

Develop and strengthen partnerships between Research Regional Analysis team and both educational institutions and industry associations to increase awareness of open positions and support job pathways for communities of color and other priority populations into the research field.

## Division or team responsible for the action:

Workforce and Economic Research

## Initial milestones and next steps:

Ongoing; begin documenting by July 2023, including any feedback received on recruitment strategies and how feedback is considered.

## **Progress report:**

Completed. The Research Regional Analysis team began to centralize partnership tracking and documentation, and they expanded their engagement on existing partnerships. They also increased their outreach and streamlined job posting and Labor Market Information presentations. Due to low recruitments in this team, there are no substantive outcome data at this time.

## Action 11.34:

Include regular DEI updates at Workforce Operations meetings and events and create a plan for relationship building between Equity and Inclusion Office and Workforce Operations.

# Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Create a plan that describes the nature of the updates, duration, frequency, and partnership between both offices by June 2023. Request employee feedback at least twice a year and document how feedback is considered.

#### **Progress report:**

Completed. OED finalized this plan in September 2023.

## Action 11.35:

Provide at least two hours per month of equity-related professional development time to all Workforce Operations employees.

## Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Create guidance around use of the hours by November 2023. Provide allotment to staff by December 2023.

## **Progress report:**

Completed. OED finalized this for Workforce Operations in February 2024, emailed all division staff in May 2024, and reminded all division managers in March 2025.

# Action 11.36:

Train and support Workforce Operations managers on anti-racist and trauma-informed practices.

# Division or team responsible for the action:

**Workforce Operations** 

## Initial milestones and next steps:

Train managers by June 2024. Survey participants to measure impacts.

# **Progress report:**

Completed. This was delayed due to staff turnover; however, Workforce Operations managers received anti-racist training in July 2024 and trauma-informed training in April 2025.

## Action 11.37:

Develop parameters for an open-door policy within Workforce Operations to support employees.

## Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Develop parameters by April 2024. Request employee feedback and document how feedback is considered at least twice a year.

## **Progress report:**

Completed. Due to staff turnover, the implementation was delayed; however, OED drafted an open-door policy in June 2024 and completed the notification to all Workforce Operations employees in April 2025.

## Action 11.38:

Offer members of Workforce Operations leadership team as mentors for employees in Empowerment Groups.

#### Division or team responsible for the action:

Workforce Operations

# Initial milestones and next steps:

Contact Empowerment Groups by May 2024. Equity and Inclusion Office will ask Empowerments Group for feedback on the process and career progression.

## **Progress report:**

Not started. OED launched its mentorship pilot in April 2025, but no members of the Workforce Operations leadership team applied as mentors during the application period.

# Action 11.39:

Collaborate with the Equity and Inclusion Office to continue implementing Equity Circles within Workforce Operations, including providing supplementary trainings on difficult conversations, cultural intelligence, and expanded bystander intervention trainings, and meet quarterly to discuss impacts, outcomes, and next steps.

# Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Begin collaboration by June 2023. Review employee feedback at least quarterly and document how feedback is considered. Survey participants from supplemental trainings to evaluate impacts and respond to needs.

#### **Progress report:**

Completed. This collaboration is ongoing through meetings between Workforce Operation's area managers and the Equity and Inclusion Office to update and expand the curriculum.

## Action 11.40:

Include training on statewide and regional data related to diversity, equity, and inclusion topics in the article planning protocols within Workforce and Economic Research.

## Division or team responsible for the action:

Workforce and Economic Research

#### Initial milestones and next steps:

Implement across all planning protocols by December 2023.

#### **Progress report:**

Completed. This is ongoing through collaboration between the Workforce and Economic Research division and the Equity and Inclusion Office. The article authors create a schedule to align with internal diversity, equity, and inclusion events and newsletters.

# Challenge 12: Per Workday demographics, people with disabilities are underrepresented in our workforce.

# \*Action 12.1:

Incorporate messaging about disability in our 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.

# Division or team responsible for the action:

Equity and Inclusion Office

Complete plan by February 2024. Monitor employee demographics for changes in voluntary disability disclosure.

#### **Progress report:**

Completed. 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. The Equity and Inclusion Office also created a video on updating demographics information in Workday, and Human Resources assisted in sharing the video with employees. OED will develop additional communications on this topic as part of its 2025-2027 goals. OED includes information on disability rights and inclusion in its New Employee Orientation and hosted several events on disability inclusion throughout the biennium; see Action 12.2.

## \*Action 12.2:

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.

## Division or team responsible for the action:

Equity and Inclusion Office

# Initial milestones and next steps:

Provide learning opportunities by June 2025. Survey participants and document how feedback is considered.

# **Progress report:**

Completed. OED has exceeded the goal for all-staff communications by sending 18 all-staff newsletters:

- Nine for its "Disability Awareness: Sharing our Stories in the Workplace" series
- Two for National Disability Employment Awareness Month
- One for World Autism Day
- · One for Deaf History Month
- Three for Learning Disabilities Awareness Month
- Two for Developmental Disabilities Awareness Month

# OED has exceeded its goal for learning opportunities by hosting nine sessions:

- Accommodations and Me
- Living with a Disability as an OED Employee
- Behavioral Health 101 with the National Alliance on Mental Illness
- In Our Own Voices: Panel with the National Alliance on Mental Illness
- Come Take a Walk in Our Shoes: Deaf Culture & Communication with the Oregon Association of the Deaf
- Sticky Notes and Missed Meetings: Navigating ADHD and Learning Disabilities at Work
- Men's Mental Health Awareness Month
- Experience Autism
- Thriving Together: Disability in the Workplace

The Equity and Inclusion Office has reviewed and incorporated participant feedback on an ongoing basis.

# \*Action 12.3:

Create one or more Empowerment Groups focused on disabilities. 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.

# Division or team responsible for the action:

Equity and Inclusion Office

## Initial milestones and next steps:

First group was created in February 2023. Monitor implementation and participant feedback.

## **Progress report:**

Completed. OED's first group, the People with Disabilities empowerment group, continues to meet at least once a month. OED also announced a Mental Health and Neurodivergence Empowerment Group in December 2023.

• Each group is open to allies and has a liaison from the Equity and Inclusion Office to provide support and an executive sponsor.

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 All employees are allowed at least two hours per month for empowerment group meetings.

# \*Action 12.4:

Solicit regular input and feedback from all staff regarding disability inclusion, which may include all-staff surveys and targeted focus groups.

## Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

Begin soliciting input by June 2023 and release all-staff survey by October 2023. Document feedback received and how feedback is considered.

#### **Progress report:**

Completed. OED includes a feedback form in all equity and inclusion newsletters and has several other avenues for sharing feedback, such as the Equity and Inclusion Council, Equity and Inclusion Office, empowerment groups, and Human Resources. During this reporting period, employees shared disability inclusion feedback through direct communication, surveys, and focus groups.

Due to time constraints, OED's Oct 2023 all-staff survey did not include demographics information. However, OED conducted two all-staff surveys in 2024 that included optional questions about disability status to help identify any trends connected to disability status:

- All-staff April 2024 survey: 17% of employees completed the survey, and 44% of those
  respondents indicated they had a disability. A high percentage of the 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.
- All-staff October 2024 survey: 83% of employees completed the survey. About 40% of those respondents indicated they had a disability. One finding is these employees with disabilities made up about 31% of the agency workforce. However, at that same time only 6% of all OED employees had disclosed a disability in their confidential Workday profile, leading to the conclusion that disability status is significantly underreported in the Workday system. In the survey, employees with disabilities averaged the same or higher scores than the agency's overall average in only three questions, while averaging lower scores than the overall average in the following twelve questions:

- Overall satisfaction with OED as a place to work
- I know what is expected of me at work
- I have the materials and equipment I need to do my work right
- At work, I have the opportunity to do what I do best every day
- In the last seven days, I have received recognition or praise for doing good work
- My manager, or someone at work, seems to care about me as a person
- There is someone at work who encourages my development
- At work, my opinions seem to count
- In the last six months, someone at work has talked to me about my progress
- This last year, I have had opportunities at work to learn and grow
- Everyone at this agency 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

In a spring 2024 survey of the People with Disabilities empowerment group, 80% of the respondents reported increased networking, mentoring, policy review, or learning opportunities. 60% also reported increased professional development, leadership, or career growth opportunities. During a subsequent focus group session, 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. Although OED repeated the survey in spring 2025, there were not enough responses to yield substantive data.

# \*Action 12.5:

Collaborate with community members and partners to strategize ways to increase employment for people with visible and invisible or hidden disabilities.

# Division or team responsible for the action:

**Equity and Inclusion Office** 

Begin collaboration by June 2024. Document community recommendations and how recommendations are considered.

#### **Progress report:**

Completed. 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 requested but did not receive additional information on internships. However, several OED employees, including managers and Human Resources personnel attended a Vocational Rehabilitation-sponsored workshop on job coaches in May 2024. In 2023, OED's Equity and Inclusion Office offered mock interview opportunities to members of the People with Disabilities empowerment group. OED also included feedback from the People with Disabilities empowerment group in developing its mentorship program. OED hosted a speaker from Vocational Rehabilitation for an April 2025 event open to all staff.

## \*Action 12.6:

Create a National Disability Employment Awareness Month campaign, which may include guest speakers or public-facing materials.

#### Division or team responsible for the action:

Equity and Inclusion Office

## Initial milestones and next steps:

Complete campaign by November 2023. Document employee feedback and how it is considered.

# **Progress report:**

Completed. OED held a National Disability Employment Awareness Month campaign in October 2023. The campaign included two newsletters and four events (also listed in Action 11.7). 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."

The Equity and Inclusion Office has reviewed and incorporated participant feedback on an ongoing basis.

# \*Action 12.7:

Increase the Equity Circle resource list to include additional resources on employees with disabilities and employees of color with disabilities.

# Division or team responsible for the action:

#### **Equity and Inclusion Office**

#### Initial milestones and next steps:

Update list by September 2023. Continue monitoring participant feedback and documenting how it is considered.

#### **Progress report:**

Completed. OED completed this update in September 2023 by adding six general disability resources, seven resources on employees of color with disabilities, and seven resources on mental health resources and informed managers in an October 2023 training on equity circles. OED informed employees through an October 2023 all-staff email.

# \*Action 12.8:

Engage with employees with disabilities to connect them to opportunities to participate on interview panels and mock interviews in order to gain experience and build skills related to the hiring process.

#### Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

Ongoing; begin documenting actions and outcomes by August 2023.

## **Progress report:**

Completed. 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. The spring 2025 survey did not have enough responses to yield substantive data.

# \*Action 12.9:

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.

## Division or team responsible for the action:

#### **Human Resources**

#### Initial milestones and next steps:

Collect data to identify priority accommodations information to provide by October 2024.

#### **Progress report:**

Completed. 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.

Beginning in summer 2024, OED began sending a short, quarterly survey to employees whose reasonable accommodation requests were completed in the previous quarter to request feedback on the process and identify any opportunities for improvement.

As reported in Action 12.4, 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.

# \*Action 12.10:

Consult with a specialist on disability inclusion to review the reasonable accommodations process and request recommendations.

## Division or team responsible for the action:

Human Resources

## Initial milestones and next steps:

Begin consultation process by June 2024. Document recommendations and how recommendations are considered.

# **Progress report:**

Completed. As reported in Action 12.9, 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.

Beginning in summer 2024, OED began sending a short, quarterly survey to employees whose reasonable accommodation requests were completed in the previous quarter to request feedback on the process and identify any opportunities for improvement.

# Challenge 13: Per Workday demographics, people of color are underrepresented in management positions higher than a PEM B/Supervisor 1.

#### **Action 13.1:**

Offer members of the Contributions and Recovery leadership team as mentors for employees in the Leaders of Color Empowerment Group first and other groups as needed.

## Division or team responsible for the action:

Contributions and Recovery

#### Initial milestones and next steps:

Establish list of interested Contributions and Recovery leaders by September 2023. Contact first Empowerment Group by October 2023. Equity and Inclusion Office will ask Empowerments Group for feedback on the process and career progression.

#### **Progress report:**

Completed when OED launched its mentorship pilot for Empowerment Group members in April 2025.

# \*Action 13.2:

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.

# Division or team responsible for the action:

**Equity and Inclusion Office** 

# Initial milestones and next steps:

Complete all actions by June 2025. Request employee feedback and document how feedback is considered.

# **Progress report:**

Completed. OED informed all staff of four learning opportunities related to people of color in management and communicated them through all-staff communications: 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.

## \*Action 13.3:

Create one or more Empowerment Groups focused on managers of color. 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.

## Division or team responsible for the action:

Equity and Inclusion Office

#### Initial milestones and next steps:

First group was created February 2023. Monitor implementation and participant feedback.

#### **Progress report:**

Completed. This group, the Leaders of Color empowerment group, continues to meet at least once a month.

- Each group is open to allies and has a liaison from the Equity and Inclusion Office to provide support and an executive sponsor
- All employees are allowed at least two hours per month for empowerment group meetings

# \*Action 13.4:

Solicit regular input and feedback from managers of color, which may include all-staff surveys and targeted focus groups.

## Division or team responsible for the action:

**Equity and Inclusion Office** 

# Initial milestones and next steps:

Begin soliciting input by July 2023 on workplace inclusion, challenges, and opportunities and release all-staff survey by October 2023. Document feedback and how feedback is considered.

# **Progress report:**

Completed. OED includes a feedback form in all equity and inclusion newsletters. During this reporting 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. Due to a technical issue with the survey software, OED's Oct 2024 all-staff survey could not connect results across race or ethnicity. OED expects to fix this issue in its fall 2025 all-staff survey to identify any trends across race or ethnicity.

In a spring 2024 feedback session with the Leaders of Color empowerment group, 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. In a similar spring 2025 survey, the group members shared similar feedback. OED used this feedback to create its 2025-2027 Affirmative Action Plan and this plan.

## \*Action 13.5:

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.

#### Division or team responsible for the action:

Equity and Inclusion Office

## Initial milestones and next steps:

Ongoing; begin documenting implementation and employee outcomes by August 2023.

# **Progress report:**

Completed. 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. In November 2023, Paid Leave Oregon held three focus groups that addressed new hire experience during the interview process, specifically the experience of those whose first language was other than English, and employees of color.

# \*Action 13.6:

Actively promote trainings to employees of color that will prepare them for higher-level supervisory management roles, such as on budget and program management.

# Division or team responsible for the action:

**Equity and Inclusion Office** 

#### Initial milestones and next steps:

Ongoing; begin documenting by August 2023.

#### **Progress report:**

Completed. OED has actively promoted its internal "Tone from the Top," "Community Cultural Wealth," and "Inclusion in Action: Interview Panels" trainings with the Leaders of Color Empowerment Group, which includes leaders of color and allies.

## \*Action 13.7:

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. HR recruitment team will partner with hiring managers and Workforce Operations Business Services team to curate and expand outreach and recruitment efforts. Any established process will be included in the manager toolkit for agency wide consistency and applicability.

#### Division or team responsible for the action:

**Human Resources** 

#### Initial milestones and next steps:

Begin documenting by August 2023; complete goal by June 2025. Establish partnership with Workforce Operations Business Services Team and 10

organizations that serve communities of color by June 2025. Track applicant and hiring demographics and respond to trends.

## **Progress report:**

Completed. This action overlaps with Action 11.21. The Business Services team began promoting select agency recruitments in December 2023 and this work continues.

## \*Action 13.8:

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, we will use strategies such as extending the application period, advertising the position with professionals of color, etc.

# Division or team responsible for the action:

**Human Resources** 

Ongoing; lead recruiters will document the process and share with agency managers by December 2023.

#### **Progress report:**

Completed. OED's recruitment team has checked the applicable applicant pools and recommended strategies for achieving proportionate representation when proportionate representation is not already demonstrated. The Human Resources team also shares the tracking information with the Equity and Inclusion Office. Tracking includes if a goal was met or not and what action was taken to help meet 30% representation of applicants of color.

## Action 13.9:

Offer members of Modernization leadership team as mentors for employees in the Leaders of Color Empowerment Group first and other groups as needed.

#### Division or team responsible for the action:

Modernization

#### Initial milestones and next steps:

Contact first Empowerment Group by October 2023. Equity and Inclusion Office will ask Empowerment Groups for feedback on the process and career progression.

## **Progress report:**

Completed when the mentorship pilot launched in April 2025.

# Service Delivery

Challenge 14: Communities face structural and systemic barriers in accessing our programs and services

# **Action 14.1:**

Engage in in-depth training curriculum within Communications Office to learn about inclusive communications, including racial equity, language access, and access for people with disabilities.

# Division or team responsible for the action:

Communications

Start training by December 2023. Complete at least three trainings by June 2025. Survey participants to measure outcomes and document how feedback is considered.

#### **Progress report:**

Completed. The Communications teams has participated in two trainings on inclusive writing, both of which included racial equity, language access, and disability access considerations. The team's third training was on gender dynamics in the workplace.

## **Action 14.2:**

Conduct focus groups with frontline Contributions and Recovery staff to learn where customers are experiencing barriers

## Division or team responsible for the action:

Contributions and Recovery

#### Initial milestones and next steps:

Conduct first focus group by January 2024. Document feedback and how it is considered.

#### **Progress report:**

Completed. Contributions and Recovery completed focus groups with all frontline staff (approximately 150 employees) in February 2024. In response to what employees shared, OED conducted a subsequent training and created a reference guide for using phone interpreters and created guidance for responding to customer discrimination complaints.

# Action 14.3:

Convene staff across the agency who are involved in language translations to share successes and strategies for overcoming barriers

# Division or team responsible for the action:

Equity and Inclusion Office

## Initial milestones and next steps:

Host first meeting by April 2024. Document feedback and how it is considered.

# **Progress report:**

Completed. OED has convened a Spanish glossary workgroup to update the glossary for Unemployment Insurance terms. Members report feeling empowered from being part of the process in selecting the most appropriate transcreations for OED programs. OED staff have also created a list of transcreated terms for Paid Leave Oregon in Arabic, Korean, Traditional Chinese, Simplified Chinese, Vietnamese, and Spanish. OED included this team in creating

the quality review contract in Action 3.1 and incorporated their feedback into the procurement.

## Action 14.4:

In collaboration with EIO and Communications, develop and implement website accessibility process and identify language access needs for internal and external agency programs and services.

## Division or team responsible for the action:

П

#### Initial milestones and next steps:

Research is ongoing; implement website accessibility tool by June 2025.

#### **Progress report:**

Completed. OED purchased a website accessibility tool in February 2024 to test website accessibility across internal and external agency programs and services for the Website Content Accessibility Guidelines (WCAG) AA standard. Use of this tool is ongoing and has led to multiple accessibility improvements.

# Action 14.5:

Identify technology needs and challenges for external customers and use our Equity Framework to mitigate identified barriers and improve services.

## Division or team responsible for the action:

ΙT

## Initial milestones and next steps:

Establish a collaborative IT support response process for public facing divisions with Equity and Inclusion partner and Universal Access Coordinator by December 2023. Document lessons learned and how feedback is considered.

# **Progress report:**

Completed. OED formed an IT Accessibility workgroup for a limited duration to explore improvements to current processes and systems used and bridge communication across divisions involved in addressing accessibility needs. Collaboration included the Equity and Inclusion Office, Administrative and Business Services, Human Resource, Communications, and other division representatives. As a result, IT documented and adjusted their internal processes for supporting customer accommodation needs, curated a list of available tools and software, and identified possible technology training gaps in WorkSource offices. For

example, some employees needed more updated information on using JAWS software, and IT provided the updated information.

## Action 14.6:

Create evaluative tools for Paid Leave Oregon policy and rulemaking, internal processes, and continuous improvement to center equity.

## Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Create tools by June 2024. Track success through ongoing quarterly employee engagement surveys and give recommendations based on results. Meet weekly with Exec level managers, and quarterly with teams to listen for feedback.

#### **Progress report:**

Completed. OED created evaluative tools in February 2025 for Paid Leave Oregon policy and rulemaking, internal processes, continuous improvements to center equity. These tools are part of the policy team's practices and are used on an ongoing basis to discuss and account for equity impacts.

# Action 14.7:

Build surveys or facilitate community-led focus groups to collect feedback on Paid Leave Oregon service delivery.

## Division or team responsible for the action:

Paid Leave Oregon

## Initial milestones and next steps:

Begin surveys or focus groups by January 2024. Track success through ongoing monthly community-based engagement meetings and give quarterly recommendations based on results.

# **Progress report:**

In progress. OED's Paid Leave Oregon outreach team is currently working on developing better tools to gather information on their engagement efforts. Currently, they collect info on location, audience, who provided the presentation, and if there are any follow ups needed. As mentioned in Action 5.3, the team is working to develop tools that have more information on who Paid Leave is reaching out to, and this will need to be an ongoing effort through the next cycle.

## Action 14.8:

Train Paid Leave Oregon staff on service delivery topics such as racial equity; traumainformed practices; and confidentiality specific to survivors of sexual assault, domestic violence, stalking, and harassment.

## Division or team responsible for the action:

Paid Leave Oregon

#### Initial milestones and next steps:

Begin documenting by June 2023. Track success through ongoing quarterly employee engagement surveys and give recommendations based on results.

#### **Progress report:**

Completed. OED trained Paid Leave Oregon through an intensive racial equity training (about 16 hours/cohort) in 2023. OED also trained staff in trauma-informed practices, which is an ongoing training for new employees, and confidentiality. The Safe Leave team received an intensive training on confidentiality and additional trauma-informed training.

## Action 14.9:

Provide one-on-one guidance at in-person and virtual outreach events to help underserved communities navigate the UI system. Document community needs and take action to reduce barriers whenever possible.

# Division or team responsible for the action:

**Unemployment Insurance** 

## Initial milestones and next steps:

Begin documenting by June 2023. Document community feedback and how it is considered.

# **Progress report:**

Completed. To date, OED's Equitable Access to Unemployment Insurance team has participated in more than 125 outreach events and shared information with over 6,300 people. They have conducted surveys and responded to actionable data. For example, rural customers have expressed difficulties with internet access, and the team has assisted in connecting them with in-person services at WorkSource offices.

# Action 14.10:

Conduct plain language review and translate the updated initial UI claim into the languages specified within the Employment Department's Language Access Procedure. These

translations will go live in the modernized Frances Online system, which is replacing UI's legacy system.

#### Division or team responsible for the action:

**Unemployment Insurance** 

#### Initial milestones and next steps:

Plan to go live in Spanish by March 2024. Plan to go live in remaining languages by December 2024.

#### **Progress report:**

Completed. OED's UI team completed plain language reviews of all UI customer-facing materials and translated the entire online claims and tax system into Spanish by March 2024. UI has also translated the initial claim into OED's 10 other priority languages (pdf versions), and based on funding and capacity hopes to make these translations available in the online claims system.

#### Action 14.11:

Conduct plain language review and translate the UI monetary determination form (form 196) and accompanying advisements into Spanish, at a minimum, and additional languages specified within the Employment Department's Language Access Procedure depending on funding. These translations will go live in the modernized Frances Online system, which is replacing UI's legacy system.

#### Division or team responsible for the action:

**Unemployment Insurance** 

#### Initial milestones and next steps:

Plan to go live in Spanish by March 2024. Plan to go live in remaining languages by May 2025.

#### **Progress report:**

Completed. OED's UI team completed plain language reviews of the UI monetary determination form and translated it into Spanish, and it is now available in the online system that went live in March 2024. Based on funding and capacity, UI hopes to make additional translations of this form available in the online claims system.

#### Action 14.12:

Translate the ten most common UI benefits communications into Spanish and additional languages specified within the Employment Department's Language Access Procedure

depending on funding. These translations will go live in the modernized Frances Online system, which is replacing UI's legacy system.

#### Division or team responsible for the action:

**Unemployment Insurance** 

#### Initial milestones and next steps:

Plan to go live by May 2025.

#### **Progress report:**

Completed. OED's UI team translated the entire online tax and claims systems into Spanish, which went live in September 2022 and March 2024, respectively. Based on funding and capacity, OED hopes to make more languages available in the online claims system.

#### Action 14.13:

Incorporate disparate impact analyses into future projects for identifying fraudulent UI claims.

#### Division or team responsible for the action:

**Unemployment Insurance** 

#### Initial milestones and next steps:

Conduct first disparate impact analysis by December 2024. Identify any trends and responses to trends.

#### **Progress report:**

Not started. OED's data analysis team has not been able to incorporate fraud analysis at this time due to staff turnover and capacity. This is a goal OED hopes to complete in the next DEI Action plan.

#### Action 14.14:

Continue analyzing UI customer data across different identities and communities to check that all agency customers receive equitable outcomes. Present findings and recommendations to UI division leadership twice a year.

#### Division or team responsible for the action:

Unemployment Insurance

#### Initial milestones and next steps:

Present first analysis to division leadership by July 2023. Identify any trends and responses to trends.

#### **Progress report:**

Completed. OED's Unemployment Insurance Navigator team continues to analyze the data from the contracted community-based organizations to better understand the customers' experience. The UI Analytics team has completed their disparate impact analysis associated with non-monetary decisions issued in 2022. The narrative has been shared with both the UI Navigator team and the Equitable Access to Unemployment Insurance unit to see how these units can assist with reducing disparate impacts identified in the analysis.

#### Action 14.15:

Contract with a vendor to implement as many Web Content Accessibility Guidelines (WCAG) 2.1 standards as possible at unemployment.oregon.gov.

#### Division or team responsible for the action:

Unemployment Insurance

#### Initial milestones and next steps:

Begin contracting process by July 2023.

#### **Progress report:**

Completed. OED started the contracting process in July 2023 and completed this goal in July 2024. OED incorporated all suggested changes.

#### Action 14.16:

Share aggregate data with Equity and Inclusion Office quarterly and annually on customer discrimination complaints received related to disability, race, gender, etc.

#### Division or team responsible for the action:

Universal Access Coordinator

#### Initial milestones and next steps:

Begin by December 2023. Identify any areas of concern or trends and document responses.

#### **Progress report:**

Completed. Due to the low number of complaints, this goal has been changed to sharing aggregate data twice a year instead of quarterly. To date, a review of the complaints has not provided actionable trends or areas or concern.

#### Action 14.17:

Leverage partnerships with educational institutions and industry associations to increase awareness and access to Labor Market Information.

#### Division or team responsible for the action:

Workforce and Economic Research

#### Initial milestones and next steps:

Ongoing; begin documenting by July 2023. Track partnerships and formalize collaborations with ten organizations by June 2025.

#### **Progress report:**

Completed. As mentioned in 11.33, the Research Regional Analysis team began to centralize partnership tracking and documentation, and they expanded their engagement on existing partnerships. They also increased their outreach and streamlined job posting and Labor Market Information presentations. They received feedback on implementing a coordinated marketing strategy to understand their current customer profile and identify gaps and opportunities and creating outreach and communication materials of service information to provide to community partners and educational institutions. The team is now exploring potential tools to support large- scale and sustainable marketing efforts.

#### Action 14.18:

Identify customers' language access needs for Labor Market information and related research.

#### Division or team responsible for the action:

Workforce and Economic Research

#### Initial milestones and next steps:

Complete all actions by December 2024. Document responses to customer needs.

#### **Progress report:**

Completed. OED's Research team identified three Spanish-speaking staff to work on Spanish-language projects. The team added information to guide customers on translating information within the browser they use to access the team's online articles. Three members of the team presented to the governments of Uruguay and Argentina on incorporating labor market information into jobseeker services.

OED printed hard copies of Carreras 2024 (Careers 2024) to serve customers who need labor market information in Spanish but don't have access to a computer. OED is also translating Carreras 2025 for distribution.

OED's Research team also presented in Spanish to the World Bank in March 2024. The team shared best practices in using real-time data sources and innovative methods of dissemination, and on how Oregon's advancements in this field are shaping policymaking and service delivery.

#### Action 14.19:

Create additional "I Speak" cards as a resource for people who need language assistance at Work- force Operations events and in the field.

#### Division or team responsible for the action:

**Workforce Operations** 

#### Initial milestones and next steps:

Begin distributing cards in every WorkSource office, on our website, and during outreach events by December 2023.

#### **Progress report:**

Completed. OED created "I Speak" cards and informed all Workforce Operations managers in May 2024 to ensure the cards are printed and available at WorkSource offices and outreach events.

#### Action 14.20:

Review the DEI Plan and Equity Framework on a quarterly basis within Workforce Operations.

#### Division or team responsible for the action:

Workforce Operations

#### Initial milestones and next steps:

Begin quarterly reviews by August 2023. Request employee feedback and document how it is considered at least twice a year.

#### **Progress report:**

In progress. Due to employee turnover, this work was delayed but is now ongoing.

#### Action 14.21:

Create Universal Access Navigators in WorkSource centers to assist with equitable service delivery.

#### Division or team responsible for the action:

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#### **Workforce Operations**

#### Initial milestones and next steps:

Select and provide training to navigators by December 2023. Survey employees and document how feedback is considered at least twice a year.

#### **Progress report:**

Completed. OED created Universal Access Navigators in WorkSource centers in September 2023 and they continue to meet regularly.

### Diversity, Equity, and Inclusion goals 2025-2027

OED's Diversity, Equity, and Inclusion (DEI) Plan outlines broad strategies to diversify the agency's internal culture and promote equity and inclusion with partners, community groups, and customers.

It also includes OED's 2025–2027 Affirmative Action Plan goals (marked with an asterisk), which focus on building an inclusive and diverse workforce.

#### **OED's DEI Plan establishes three key goals:**

- Goal 1: Foster an inclusive and fair work environment where employees feel valued and supported.
- Goal 2: Achieve proportionate representation of people of color in higher-level leadership and people with disabilities agencywide.
- Goal 3: Continually advance our partnerships and systems to improve customer service and accessibility.

The State of Oregon DEI Plan includes categories of community engagement, communications, data, decision-making and budgets, contracting and procurement, service delivery, and workforce diversity and internal culture. These categories often overlap, especially when it comes to initiatives that support both our workforce and our customers. Each of our three goals includes elements from several of these categories. We also used the following principles when creating our goals:

**Community Engagement** – OED must build authentic relationships with communities to build trust. Engagement must be ongoing and designed in partnership with communities. The agency will establish inclusive feedback mechanisms that reflect diverse community perspectives.

**Disaggregated Data** – OED will use data to understand who we are serving and who we may be missing. The agency will focus on collecting, analyzing, and using disaggregated data to track disparities, identify root causes, and inform equitable solutions. OED aims to collect demographic and disaggregated data across service points to inform program adjustments and improve outcomes for any underserved groups.

**Equity in Decision Making** – OED will center equity in decision-making and resource allocation. The agency will use our equity framework to assess proposed policies and budgets and create opportunities for employees and impacted communities to be involved. OED's goal is to apply equity considerations to major policy, program, and budget decisions.

**Feedback** – OED recognizes the importance of actively seeking and incorporating feedback from all customers. The agency's goal is to establish feedback systems that are accessible and culturally sensitive to ensure customers can share their experiences, concerns, and suggestions.

**Service Delivery** – OED is committed to ensuring that all individuals — regardless of race, gender, language, ability, immigration status, or socioeconomic background — have equitable access to agency services. OED will review service processes to remove barriers and respond to community needs. The agency's goal is to address procedural, technological, and universal access issues.

**Communication** – Inclusive communication ensures all communities understand and trust OED. This includes what language we use, the channels we choose, and how we represent diverse identities and experiences. OED's goal is to use plain language and accessible formats for gathering customer feedback.

OED is committed to using metrics and feedback in its ongoing work. Performance measures focus the agency's attention and resources, promote accountability and transparency, and foster a culture of continuous improvement.

#### Taken together, OED's DEI Plan has four key measures to gauge success:

- 1) Scores from the following two questions in OED's annual employee engagement survey, in which possible scores range from 1/strongly disagree to 5/strongly agree:
  - a) Everyone at this agency is treated fairly regardless of individual differences, such as ethnic background, race, age, disability, sexual orientation, gender or gender identity.
    - i) OED's score from the annual survey in Oct 2024 was 3.90.
  - b) My manager creates an environment that is trusting and open.
    - ii) OED's score from the annual survey in Oct 2024 was 4.12.
- 2) Proportionate representation of people of color in higher-level leadership (Supervisor 2 and higher) at OED.

- A) The proportionate representation is **30%**.
- B) OED's percentage in April 2025 was 27%.
- 3) Proportionate representation of people with disabilities across the agency.
  - A) The proportionate representation is 8%.
  - B) OED's percentage in April 2025 was 6%.
- 4) Percentage of DEI Plan strategies completed regarding customer service and accessibility.
  - A) OED completed 86% of the 21 customer service strategies in its 2023-2025 DEI Plan.

## Goal 1: Foster An Inclusive and Fair Work Environment Where Employees Feel Valued and Supported

#### Strategies for Supporting Employees' Professional Development:

1) Create a professional development policy for the agency that outlines minimum standards for all employees' professional development and promotes fair access to development opportunities.

#### Division or team responsible for the action:

Equity and Inclusion Office

 Create self-paced training and professional development options for frontline employees in Contributions & Recovery, both during onboarding to learn their roles and for professional advancement.

#### Division or team responsible for the action:

Contributions & Recovery

3) Equip WorkSource staff to compassionately assist customers facing unmet basic needs through resource coordination, trauma-informed practices tailored to direct service workers, and inclusive support systems.

#### Division or team responsible for the action:

#### **Workforce Operations**

4) Support expansion of OED's pilot mentorship program focusing on professional growth, identity-affirming support, and building community.

#### Division or team responsible for the action:

**Human Resources** 

5) Create additional opportunities and processes to foster respectful and constructive communication, feedback, and relationship building between employees and managers.

#### Division or team responsible for the action:

Equity and Inclusion Office

## Strategies For Building Internal DEI Knowledge to Promote Fair Treatment:

6) \*Continue holding regular equity circles or similar team-based discussions provided by the Equity and Inclusion Office.

#### Division or team responsible for the action:

**Executive Team** 

7) Expand the equity circles curriculum to include case studies centered on OED's work and opportunities for employees to solve problems within their teams.

#### Division or team responsible for the action:

Equity and Inclusion Office

8) \*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.

#### Division or team responsible for the action:

**Executive Team** 

9) \*Continue training all employees on bystander intervention and racial equity.

#### Division or team responsible for the action:

#### Equity and Inclusion Office

10) \*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.

#### Division or team responsible for the action:

Equity and Inclusion Office

11)\*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 4 As of Bystander Intervention.

#### Division or team responsible for the action:

Equity and Inclusion Office

12)\*Continue sharing educational newsletters on equity and inclusion topics with all employees, with a goal of releasing 12 or more newsletters throughout the biennium.

#### Division or team responsible for the action:

Equity and Inclusion Office

13)\*Continue supporting the formation or ongoing work of division-level equity and inclusion committees.

#### Division or team responsible for the action:

**Executive Team** 

14) Create and implement a DEI committee within IT.

#### Division or team responsible for the action:

IT

15) Conduct an equity and plain language review of the UI training handbook and employee trainings to support equal application of UI requirements by all employees. Use OED's accessible training framework to guide this work and add new content on

microaggressions, unconscious bias, and trauma, and how they relate to fact-finding activities.

#### Division or team responsible for the action:

**Unemployment Insurance** 

16) Continue training UI employees and offering additional assistance to support employees in using language interpreters. Additional supports could be ongoing live demonstrations, a language access quick reference guide, and quality control projects.

#### Division or team responsible for the action:

**Unemployment Insurance** 

# Strategies for Internal Communications and Supporting Employee Engagement:

17) \*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.

#### Division or team responsible for the action:

Executive Team and Equity and Inclusion Office

18) \*Continue implementing and updating the strategic communications plan on OED's equity and inclusion work that was created in the 2023-2025 biennium.

#### Division or team responsible for the action:

**Equity and Inclusion Office** 

19) \*Continue surveying employees through different formats to inform OED's equity and inclusion work and take action on opportunities to improve.

#### Division or team responsible for the action:

Equity and Inclusion Office

20) Create standards for using inclusive language in all Human Resources customer interactions, including written communications, revising as needed based on feedback and changing needs of employees.

#### Division or team responsible for the action:

#### **Human Resources**

21) Engage with the Equity and Inclusion Council (EIC) when developing policy packages during the agency's budget development process.

#### Division or team responsible for the action:

Administrative and Business Services

#### Strategies for Supporting Employee Retention and Wellbeing:

22) \*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.

#### Division or team responsible for the action:

Human Resources and Equity and Inclusion Office

23) In collaboration with the Equity and Inclusion Office, create partnership guidelines to address general employee concerns, enhance role clarity, and provide inclusive development opportunities and support to employees of all levels.

#### Division or team responsible for the action:

**Human Resources** 

24) \*Continue using and updating the exit interview process developed in the 2023-2025 biennium.

#### Division or team responsible for the action:

**Human Resources** 

25) Provide resources and support around burnout, self and community care, and traumainformed care for employees.

#### Division or team responsible for the action:

Equity and Inclusion Office

26) \*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.

#### Division or team responsible for the action:

**Executive Team** 

27) Use OED's internal equity framework to develop a fair and respectful transition plan for employees to move out of the Modernization program and into other agency divisions when the program ends.

#### Division or team responsible for the action:

Modernization

28) Establish ongoing mental health education and support initiatives for Modernization employees.

#### Division or team responsible for the action:

Modernization

29) Create dedicated time to support team alignment, peer support, and employee wellbeing in WorkSource centers.

#### Division or team responsible for the action:

Workforce Operations

#### Strategies for Supporting Fair and Accessible Recruitment:

- 30) Convene a recruitment-focused workgroup from Human Resources, the Equity and Inclusion Council, managers, and other partners to continue the following recruitment-focused goals from the 2023-2025 DEI Plan:
  - A) 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.
  - B) 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.

C) Develop equity reviews process for job listing design and recruitment and hiring practices for each division.

#### Division or team responsible for the action:

Equity and Inclusion Office

31)\*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.

#### Division or team responsible for the action:

**Human Resources** 

32) \*Continue promoting OED's recruitments through our Business Services team to reach underrepresented communities.

#### Division or team responsible for the action:

**Human Resources and Workforce Operations** 

33) Develop a process for equity reviews for interview questions within IT to ensure consistency and that all candidates have equal opportunity to understand and respond to the questions and feel successful in the process.

#### Division or team responsible for the action:

ΙT

# Goal 2: Achieve Proportionate Representation of People of Color in Higher-Level Leadership and People with Disabilities Agencywide.

Strategies for Achieving Proportionate Representation of People with Disabilities:

34) Reduce response time regarding employee ADA accommodations requests and questions to support responsive and accessible customer service.

#### Division or team responsible for the action:

**Human Resources** 

35) Create an IT workgroup to discuss and create initiatives that help address internal access issues or concerns for OED staff when they need to request services, understand various IT instructions, and how to complete any general process, as needed.

#### Division or team responsible for the action:

IT

36) \*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.

#### Division or team responsible for the action:

Equity and Inclusion Office

37)\*The recruitment open house toolkit 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.

#### Division or team responsible for the action:

Human Resource and Equity and Inclusion Office

38) \*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.

#### Division or team responsible for the action:

**Human Resources** 

39) \*Regularly invite employees to check and update their disability status within Workday for the purpose of reporting accurate information on employee demographics.

#### Division or team responsible for the action:

Equity and Inclusion Office

40) Continue implementing and updating the framework created in the 2023-2025 biennium for creating more accessible employee trainings.

#### Division or team responsible for the action:

Executive Team and Equity and Inclusion Office

41) Use OED's internal equity framework to support building accessibility/usability and customer service delivery models for budget, facilities, and procurement services. The framework's principles include engaging with the EIC, Empowerment groups, and other partners.

#### Division or team responsible for the action:

Administrative and Business Services

# Strategies for Achieving Proportionate Representation of People of Color in Higher-Level Leadership (Supervisor 2 and Higher):

42) Create a policy for reducing and responding to racialized harm.

#### Division or team responsible for the action:

**Equity and Inclusion Office** 

43) \*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.

#### Division or team responsible for the action:

Equity and Inclusion Office

44)\*The recruitment open house toolkit 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.

#### Division or team responsible for the action:

Human Resources and Equity and Inclusion Office

45) \*Continue supporting mentorship and other professional development opportunities that center the needs of employees of color and are open to all employees.

#### Division or team responsible for the action:

**Executive Team** 

46) \*OED will collaborate with relevant empowerment groups for their input and recommendations to help center the needs of employees of color.

#### Division or team responsible for the action:

Equity and Inclusion Office

47) \*Continue offering trainings for all employees that recognize the strengths of employees of color and support their professional development and advancement.

#### Division or team responsible for the action:

Equity and Inclusion Office

48)\*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.

#### Division or team responsible for the action:

**Human Resources** 

# Goal 3: Continually Advance Our Partnerships and Systems to Improve Customer Service and Accessibility.

Strategies for Improving Customer Communications, Outreach, and Engagement:

49) Create an agencywide inclusive language guide and training plan

#### Division or team responsible for the action:

Communications and Equity and Inclusion Office

50) Create an employee and customer feedback process for agency communications to continuously improve OED's communications.

#### Division or team responsible for the action:

Communications

51) Create or update glossaries of program-specific terms in English and translate them into OED's significant and priority languages.

#### Division or team responsible for the action:

**Equity and Inclusion Office** 

52) Use the data equity framework to enhance outreach and marketing efforts, increasing customer awareness of WorkSource services.

#### Division or team responsible for the action:

**Workforce Operations** 

53) Use OED's communications review process to ensure all Workforce Operations internal and external messages (all-division emails, websites, signage, flyers, etc.) are welcoming, in plain language, and inclusive — emphasizing respect, understanding, and empathy.

#### Division or team responsible for the action:

Workforce Operations

54) Explore options and strategies for continuing outreach to underserved communities in a sustainable manner once the Equitable Access to Unemployment Insurance grant ends.

#### Division or team responsible for the action:

**Unemployment Insurance** 

55) Explore conducting a pilot project of UI connectors who are available to assist highbarrier customers in-person across the state, such as in WorkSource Oregon centers.

#### Division or team responsible for the action:

Unemployment Insurance

56) Explore capacity for translating initial and weekly UI claims and adjudication decisions into Vietnamese.

#### Division or team responsible for the action:

Unemployment Insurance

57) Develop educational content around Administrative and Business Services' functions to improve transparency and knowledge base with agency, partners, and vendors.

#### Division or team responsible for the action:

Administrative and Business Services

58) Use accessible training framework and trainings to develop outline/guide for accessibility checks before sending Research products to customers.

#### Division or team responsible for the action:

Workforce and Economic Research

# Strategies for Tracking and Improving Equitable Impacts of OED's Programs:

59) Fully implement the data equity framework created in the 2023-2025 biennium across all divisions and update it as needed. 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.

#### Division or team responsible for the action:

Executive Team and Equity and Inclusion Office

60) Conduct additional disparate impact studies for UI outcomes across various demographics (zip code, race, income level, etc.), conduct root cause analyses for any potential disparate impacts, and create plans to address them. Use OED's data equity framework to guide this work.

#### Division or team responsible for the action:

**Unemployment Insurance** 

61) As part of the Modernization project, incorporate OED's data equity framework in Workforce Operations decision making. This could include refining data collection, making data-informed decisions, and reviewing outcomes for accountability.

#### Division or team responsible for the action:

Modernization and Workforce Operations

62) Use the Workforce Operations modernization project to enhance customer-centric, trauma-informed, and accessible services to jobseekers and employers. This could include designing accessible dashboards and additional multi-language support for customers and employees; expanding communications options; providing information in different formats to explain what to expect and the resources available; and seeking customer feedback to support continuous improvement.

#### Division or team responsible for the action:

Modernization and Workforce Operations

63) Continuously analyze Workforce Operations customer service delivery processes to identify any opportunities to deliver services in a more streamlined, inclusive, and customer-centered manner.

#### Division or team responsible for the action:

**Workforce Operations** 

64) Use data from phone lines and phone interpretation services to better understand and respond to the demand for various languages within the employer community.

#### Division or team responsible for the action:

Contributions & Recovery

65) Establish a system for collecting direct feedback from employers to inform future service improvements.

#### Division or team responsible for the action:

Contributions & Recovery

66) Conduct a study to identify barriers that may keep employers from using online services. Develop targeted solutions to increase online services adoption.

#### Division or team responsible for the action:

Contributions & Recovery

67) Use Customer Satisfaction Survey to gather data regarding potential gaps in accessibility with Research services.

#### Division or team responsible for the action:

Workforce and Economic Research

68) Use data equity framework when collecting and disseminating data in the Research division to support inclusive service delivery.

#### Division or team responsible for the action:

Workforce and Economic Research

69) Use the recommendations from Trauma-Informed Oregon's evaluation to identify specific Paid Leave improvements projects, implement changes, and monitor outcomes.

#### Division or team responsible for the action:

Paid Leave Oregon

70) Continue piloting the Paid Leave Connector program through the next three quarters. Review data collected at the end of 2025 and assess whether and how the pilot can be expanded.

#### Division or team responsible for the action:

Paid Leave Oregon

71) Create and implement Paid Leave customer service experience survey.

#### Division or team responsible for the action:

Paid Leave Oregon

### Need Help?

This information is vital. 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.

#### ¿Necesita ayuda?

Esta información es vital. 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.

#### Нужна помощь?

Далее приведена чрезвычайно важная информация. 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.

#### Cần trợ giúp?

Thông tin này rất quan trọng. Cơ quan Việc làm của Tiểu bang Oregon (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.

#### 需要帮助?

这条信息至关重要。"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。

#### 需要幫助?

這條消息至關重要。「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。

#### 도움이 필요하시나요?

이 정보는 필수적입니다. 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 연락주시기 바라며, TTY 사용자는 711로 연락주십시오. 또한 communications@employ.oregon.goy로 이메일을 보낼 수 있습니다.

#### ຕ້ອງການຊ່ວຍເຫຼືອບໍ?

ຂໍ້ມູນນີ້ສຳຄັນຫຼາຍ. ກົມຈັດງງານແຫ່ງລັດອໍຣີກອນ (OED) ຄືໜ່ວຍງານໃຫ້ໂອກາດຢ່າງເທົ່າທູງມກັນ. OED ຈັດໃຫ້ມີການຊ່ວຍເຫຼືອທີ່ບໍ່ເສຍຄ່າ ເພື່ອວ່າທ່ານຈະສາມາດໃຊ້ບໍລິການຂອງພວກເຮົາ. ບາງຕົວຢ່າງແມ່ນລ່າມແປພາສາມື ແລະ ພາສາເວົ້າ, ເນື້ອຫາລາຍລັກອັກສອນເປັນພາສາອື່ນໆ, ແບບພິມໃຫຍ່, ສູງງ ແລະ ຮູບແບບອື່ນໆ. ເພື່ອຮັບການຊ່ວຍເຫຼືອ, ກະລຸນາໂທຫາ 503-947-1444. ຜູ້ໃຊ້ TTY ໂທ 711. ທ່ານຍັງສາມາດສົ່ງອີເມວໄປຫາ communications@employ.oregon.gov.

#### **እርዳታ ይፈል***ጋ*ሉ?

#### هل تحتاج إلى المساعدة؟

The Oregon Employment Department (OED) هذه المعلومات ضرورية. إدارة توظيف و لاية أوريغون مساعدة مجانية بحيث يمكنك استخدام خدماتنا. تشمل بعض الأمثلة OED و كالة متكافئة الفرص. تقدم (OED) مترجمين فوريين للغة الإشارة و اللغات المنطوقة و مواد مكتوبة بلغات أخرى و مطبوعات كبيرة الخط و ملفات مترجمين فوريين للغة الإشارة و اللغات المنطوقة و مواد مكتوبة بلغات أخرى و مطبوعات كبيرة الخط و ملفات يتصل مستخدمو . 947-1444-صوتية و صيغ أخرى . للحصول على مساعدة ، يرجى الاتصال على الرقم المقال و الهاتف النصي على الرقم 711. يمكنك أيضًا إرسال رسالة بريد إلكتروني إلى communications@employ.oregon.gov.

#### به کمک و راهنمایی نیاز دارید؟

این اطلاعات ضروری است ۱۰ اداره کار اورگان، یک آژانس با فرصت های برابر استخدامی است ۱۰ اداره کار اورگان، به شما کمک رایگان ارائه می دهد تا بتوانید از خدمات ما استفاده کنید ۱۰ به عنوان مثال : زبان اشاره و مترجم برای زبانهای مختلف ، نشریات و مطالب نوشتاری به زبانهای دیگر، چاپ با حروف درشت ، به صورت صوتی و دیگر قالبها و فرمتهای مختلف و برای دریافت کمک، لطفاً با شماره تافن تماس بگیرید. افراد ناشنوا یا کم شنوا میتوانند با شماره ۲۱۱ تماس بگیرند و همچنین ۵۰۳ ۱۴۴۴ می بورس بفر ستبد

communications@employ.oregon.gov.

#### Ma u baahan tahay caawimaad?

Macluumaadkani waa mid aad u muhiim ah. 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.