

# Affirmative Action Plan 2019-2021



Oregon Employment Department employees participate at the 2018 Governor's Marketplace



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*“My vision is of an organization that understands that different cultural perspectives strengthen our teams and generate creativity and innovation in meeting workplace challenges.”*

-Kay Erickson,  
Director

Oregon  
Employment  
Department

**H**aving had the honor and privilege to serve as the director of the Employment Department for over three years, I believe this agency can be a leader in diversity, equity, and inclusion. I believe we can be an organization that affirmatively takes action to recognize, address, and remedy inequities so we can attract employees who are not only the best in their field, but also contribute to the diversity of our workforce and effectively and respectfully serve our diverse customers from all across Oregon. My vision is of an organization that understands that different cultural perspectives strengthen our teams and generate creativity and innovation in meeting workplace challenges.

We have a great opportunity and the knowledge, people, programs, research, and tools to make this vision a reality. We have made good progress over the last biennium, and I look forward to what we will accomplish over the next. I would like to thank all the agency employees for the work they do each day supporting diverse Oregonians and Oregon businesses and making the Employment Department an inclusive and welcoming place to work.



\_\_\_\_\_  
Kay Erickson, Director  
Oregon Employment Department

July 8, 2019  
Date

*“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.”*

## **Vision, Mission, and Goals**

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*. Through the delivery of our services in over 40 locations throughout the state, we accomplish our mission by:

- Supporting economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits.
- Serving businesses by recruiting and referring the best qualified applicants to jobs and providing resources to diverse job seekers in support of their employment needs.
- Developing and distributing quality workforce and economic information to promote informed decision making.

The agency carries out its mission through the work of its Unemployment Insurance, Workforce Operations, and Workforce and Economic Research divisions, which are guided and supported by the Director’s Office, Administrative Business Services, Information Technology Services, Legislative Affairs and Communications, Modernization Program, and Office of Human Resources.

### *Unemployment Insurance*

The Unemployment Insurance Division administers unemployment insurance programs that provide temporary, partial wage replacement for workers who are unemployed through no fault of their own. The income provided to unemployed workers partially stabilizes the economy in local communities experiencing high unemployment during economic downturns. The division also promotes reemployment and the preservation of a trained, local workforce for businesses during economic downturns. The agency administers unemployment insurance benefits, such as federal extensions when they are available, and other specialized programs with partners that include other state agencies and the United States Department of Labor.

The agency also collects unemployment insurance payroll withholding taxes and deposits the funds in the Unemployment Insurance Trust Fund. Through a combined payroll reporting system, the agency processes employer quarterly payroll reports for the Department of Revenue, the Department of Consumer and Business Services, and the Employment Department.

### *Workforce Operations*

Workforce Operations programs primarily serve businesses and job seekers to help grow a robust Oregon economy by supporting innovative local workforce delivery systems focused on serving communities. Through customizable services that solve challenges such as recruitment and training, the agency identifies, screens, and refers job applicants to employers. The agency also assists businesses in securing federal tax credits and offsets training costs for hiring specific populations such as persons 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, our agency works with partner agencies and organizations to assess and improve the job-readiness of candidates, assist job seekers in obtaining employment, teach them job search skills, and coach them on job search strategies, options, and expectations. Primary partners include regional and local training

*“We foster a sense of belonging for our employees, partners, and customers, creating positive impacts where we live and work.”*

providers (Workforce Innovation and Opportunity Act Title I); Oregon Talent and Workforce Development Board; the state’s nine Local Workforce Development Boards; Office of Workforce Investments (an interagency partnership between the Higher Education Coordinating Commission and the 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 and Economic Research*

Workforce and Economic Research collects, estimates, analyzes, publishes, and distributes employment-related economic information to a variety of customers to aid in their decision making. The division’s customers include 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 our agency helps customers understand current and future workforce trends and economic conditions. The division regularly posts information on [www.QualityInfo.org](http://www.QualityInfo.org) and [www.OregonEmployment.blogspot.com](http://www.OregonEmployment.blogspot.com).

The Oregon Employment Department’s strategic goals are to:

- Continually advance our partnerships and systems to provide innovative services to Oregon’s diverse people and businesses
- Engage with communities across the state to maximize awareness and use of public workforce resources
- Foster an inclusive and fair work environment where employees feel valued and supported in reaching their full potential
- Invite and retain talented, diverse people to help us exceed our customers’ expectations

## **Values and Operating Principles**

How the Oregon Employment Department behaves and conducts business is crucial to the success of our agency and the entire workforce system. In our work with customers, partners, stakeholders, and advisors from the tribal governments, the Oregon Employment Department commits to the following values:

### *Integrity*

We are trusted to keep our word, always acting with honesty and courage.

### *Respect*

We value diverse perspectives, assume good intent, and act with compassion.

### *Community*

We foster a sense of belonging for our employees, partners, and customers, creating 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 and we admit when we are wrong.
- We are inclusive and transparent in our decision-making.
- We seek out and form effective alliances to address community needs.
- We promote a positive, safe, and learning environment.
- We work hard, and we're not afraid to laugh.

## **Key Contacts**

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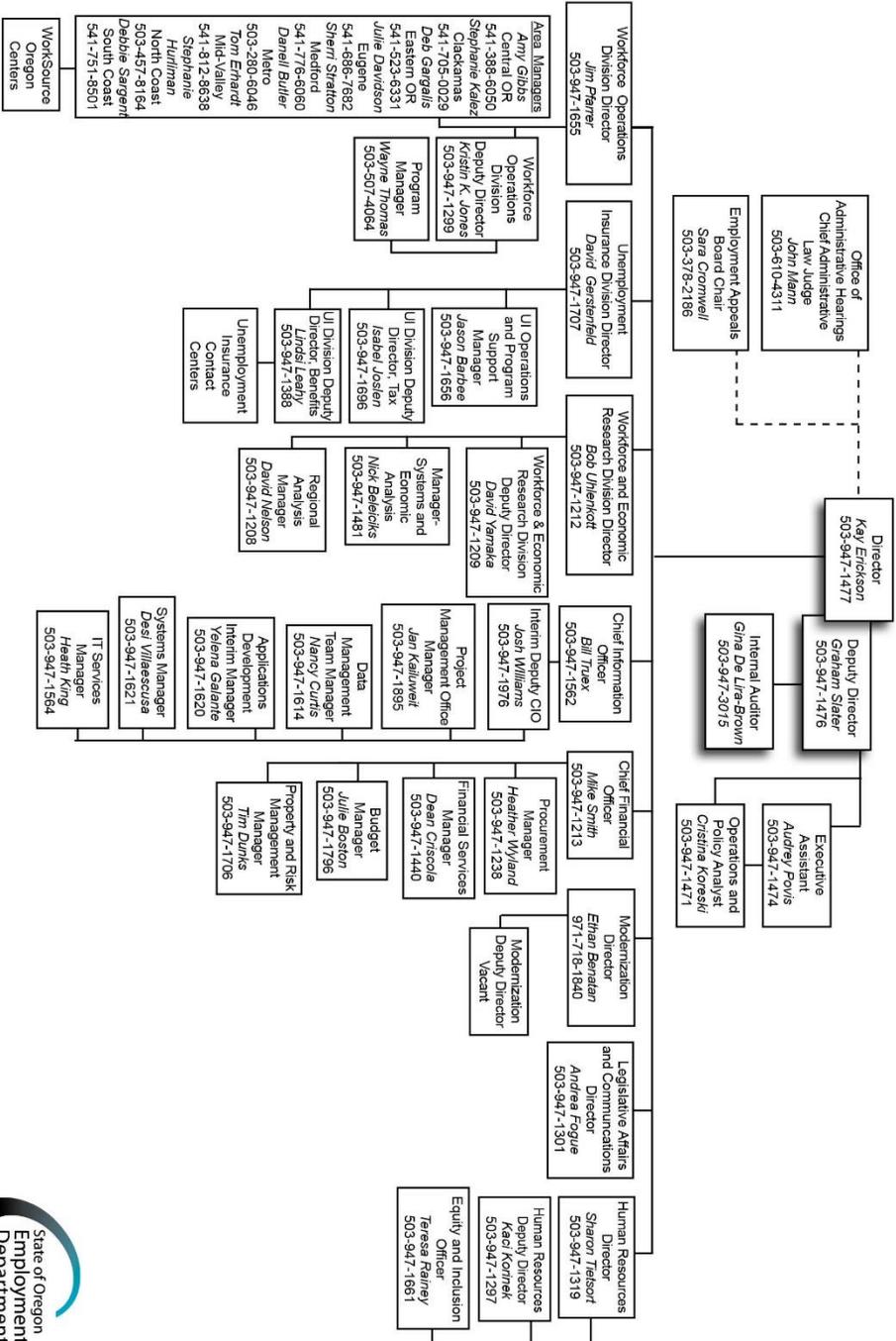
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*“A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.”*

## **Agency Diversity and Inclusion Statement**

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

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

## **Affirmative Action Policy Statement**

The Oregon Employment Department is committed to achieving a workforce that represents the diversity of the Oregon community and being a leader in providing its employees and customers with fair and equal employment opportunities. Accordingly, equal employment opportunities are afforded to all applicants and employees by making non-discriminatory employment-related decisions. Employment practices will be in compliance with the state's Affirmative Action Guidelines, state, and federal laws that protect the following groups:

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

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

We will survey and analyze our workforce on an annual basis to determine what steps, if any, are needed to conform effectively with this equal employment policy and to redress prior discrimination, if any, by programs against protected groups; ensure nondiscrimination in prospective employment actions; and create a supportive environment for qualified workers of all backgrounds.

The following questions have been developed by the agency’s Equity and Inclusion Council for potential use in the agency’s 2019 employee engagement survey, to be answered on a scale of 1/strongly disagree to 5/strongly agree:

- I’m encouraged to participate in the agency’s equity and inclusion events and trainings.
- My immediate manager is comfortable discussing equity and inclusion in the workplace.
- My immediate manager encourages my team to engage with the agency’s equity and inclusion work.

*“Facilitate cultural intelligence of Employment Department employees, to provide a supportive environment for qualified workers of all backgrounds, and to improve services to the diverse communities we serve.”*

- I work at a place that respects diversity.
- My team represents the diversity within my community.
- Everyone on my team has a voice.
- I am comfortable expressing an opinion different from my peers in a meeting.

Once the survey has been finalized and distributed, employee responses will be used to improve services to our diverse Oregon employees and communities.

The objectives of this policy are to:

- Include and recognize the uniqueness of qualified people of all abilities and all protected groups in Employment Department workplaces throughout Oregon.
- Create an environment that allows for open communication about differences, and empowers each individual to do their best work in serving Oregonians and Oregon businesses.
- Endeavor to hire, promote, and retain qualified members of protected groups in all job categories at rates reflecting actual workforce availability.
- Identify and remedy employment practices that disparately treat employees and/or employment practices with adverse disparate impact upon members of protected groups.
- Engage in non-discriminatory outreach efforts to recruit and improve retention of qualified members of protected groups as Employment Department employees.
- Monitor progress in recruitment, hiring, promotion, transfer, and retention of qualified members of protected groups in all job categories.
- Ensure that Employment Department staff are not discriminatory towards one another or towards our customers.
- Facilitate cultural intelligence of Employment Department employees, to provide a supportive environment for qualified workers of all backgrounds, and to improve services to the diverse communities we serve.

The agency’s affirmative action policy can be found in the agency’s most recent Affirmative Action Plan, which is posted on the agency’s public website and intranet and is physically posted in a high-traffic area at every agency worksite.

## **Complaint Options**

The Employment Department has established procedures to receive, investigate, and act upon complaints of discrimination, workplace harassment, and sexual harassment. As such, the agency has adopted the statewide policy on Discrimination and Harassment Free Workplace ([50-010-01](#)). Applicants or current or former employees who experience or observe behavior they believe to be discrimination, harassment, or sexual harassment should make a report to Human Resources, a supervisor or manager, the agency director, or the Department of Administrative Services Chief Human Resources Office. Supervisors and managers who receive reports of discrimination or harassment must notify Human Resources or the agency director.

Complaints can be made verbally or in writing, including by email or the internal complaint form available on the Human Resources intranet page. Complaints should include the complainant’s name and the name of the person who was subjected to discrimination or harassment. Other information should include names of witnesses or other involved, a specific description of the behavior or action, the date and time of the alleged incident, and a description of the desired remedy. Reports of discrimination, harassment, or sexual harassment are considered complaints.

Complaints may be submitted directly to Human Resources by calling 503-947-1319, via fax at

*“The Employment Department does not tolerate any form of retaliation against individuals who file a complaint, participate in an investigation, or report observing discrimination, harassment, or sexual harassment.”*

503-947-1318, or via email at [OEDHR.OED\\_Info\\_OEDHR@oregon.gov](mailto:OEDHR.OED_Info_OEDHR@oregon.gov). Contact information for Human Resources is also located on the agency’s public website and intranet.

Other options available for applicants or current or former employees to file a complaint of discrimination, harassment, or sexual harassment include filing a grievance in accordance with the Collective Bargaining Agreement, or filing a formal complaint with the Bureau of Labor and Industries, Equal Employment Opportunity Commission, or United States Department of Labor.

Once complaints of discrimination, harassment, or sexual harassment are received, they are addressed seriously, and an appropriate investigation is promptly initiated. The Employment Department makes every effort to respond to complaints within thirty days, if possible. If this due date is unable to be met, the agency will notify the complainant and provide the amount of additional time needed, no more than thirty days at a time. Applicants or current or former employees are encouraged to submit complaints as promptly as possible after experiencing or witnessing behavior they believe to be discriminatory or harassing to support timely response and resolution. Complainants who file their complaint with Human Resources receive a notification letter upon conclusion of the investigation.

Steps are taken, if needed, to protect the subject of alleged discrimination, harassment, or sexual harassment during the course of the investigation. Immediate and appropriate action is taken if the allegations in the complaint are substantiated.

The subject of the complaint is informed of the nature of the allegations and the agency is subject to laws and rules governing records disclosure. Subject to the applicable laws and rules, the Employment Department only releases information on a need-to-know basis. The complaint is handled as discreetly as possible and those involved are asked to keep information confidential.

The Employment Department does not tolerate any form of retaliation against individuals who file a complaint, participate in an investigation, or report observing discrimination, harassment, or sexual harassment. The complainant, witnesses, accused, and others involved in the investigation are notified that retaliation is not tolerated and are asked to notify Human Resources or their supervisor immediately if they believe retaliation has occurred so that it can be addressed quickly.

## **Employment**

A goal of the Employment Department is to make a place where all of our employees can thrive, succeed, and look forward to coming to work each day. As one of the primary state agencies focused on serving job seekers and businesses, the agency also recognizes our potential to serve as a model employer for implementing equity and inclusion initiatives, including in hiring, retention, promotion, and succession planning. Accordingly, the agency’s Equity and Inclusion Officer regularly collects, analyzes, and reports demographics data for the agency’s applicants and workforce in order to determine if there are underrepresented groups in specific areas. The following table shows the percentage of the agency’s applicants and workforce by race and gender for the past biennium.

## Applicant and Employee Percentages by Race, Gender, and Disability Status July 1, 2016 – June 30, 2018

	Asian	American Indian/Alaska Native	Black/African American	Hispanic	Native Hawaiian/Pacific Islander	Two or More Races	White	Race not disclosed	Female	Male	Gender not Disclosed	With a Disability
<b>Applicants (out of 13,837)</b>	5.1	2.7	3.2	11.7	1.3	5.8	66.1	4.0	59.6	38.6	1.6	n/a*
<b>New Hires (out of 388)</b>	4.1	1.0	3.4	12.4	0.5	3.9	72.9	1.8	66	34	0	3.1
<b>Current Employees as of 6/30/18 (out of 1,111)</b>	5.3	0.8	2.5	13.4	0.4	2.8	74.3	0.5	64.8	35.2	0	5.5
<b>Promotions (out of 121)</b>	5.0	1.6	0	9.1	0	6.6	76.9	0.8	63.6	36.3	0	9.1
<b>US Census demographics for Oregon, 2016</b>	<b>4.5</b>	<b>1.8</b>	<b>2.1</b>	<b>12.8</b>	<b>0.4</b>	<b>3.8</b>	<b>76.4</b>	<b>n/a</b>	<b>50.5</b>	<b>49.5</b>	<b>n/a</b>	<b>10.6</b>

\*in order to comply with ORS 659A.133(1), applicants are not asked about disability status

### *Hiring, Retention, and Promotion*

Based on the data above, it appears that the Employment Department both attracts and hires applicants who proportionately represent many historically underrepresented groups in Oregon. The agency also appears to attract and subsequently higher a larger proportion of female applicants than male applicants. Credit for attracting a robust applicant pool in terms of race and ethnicity may go towards the agency’s extensive community outreach (see the Community Engagement section for more information), posting of open positions on multiple LinkedIn diversity groups, the tireless work of our employees to assist job seekers who face barriers to employment, and the agency’s mission to promote employment for all.

For example, the Employment Department recognizes the potential disparate impact faced by many communities of color when undergoing the Criminal Records Check process and has a longstanding practice of completing case-by-case assessments of its applicants with criminal convictions (arrests not resulting in conviction are not considered) to determine whether an applicant’s conviction is relevant to the position for which they applied. The purpose of this practice is to prevent the unnecessary exclusion of qualified applicants from all backgrounds and appropriately reduce agency risk to an acceptable level.

Promotion rates in individual categories align closely with census and current employee data in

almost all cases, with the exceptions being in categories where a proportionate number of employees in terms of census data still yields a very small number of employees who would be eligible for promotion. For example, the 0.4% of Native Hawaiian or Pacific Islander employees, while exactly the same as the census percentage of 0.4 in this category, indicates that only four employees self-identified in this category. A promotion of even one employee in this category would yield a promotion percentage of 0.8, or double the percentage of employees in this category. However, managers will be informed of the lack of promotions for Native Hawaiian/Pacific Islander as well as Black/African American employees during the past biennium so that promotion practices can be assessed for any potential barriers to these populations.

The three following tables represent the Oregon Employment Department’s demographics in terms of race, gender, and disability across Equal Employment Opportunity (EEO) job categories as of June 30, 2018, and as provided by the Department Of Administrative Services Position and Personnel Database (PPDB). These data are then compared to the same agency demographics as of June 20, 2016, and assessed for any trends.

<b>Employee Representation for People of Color* as of June 30, 2018</b>							
<b>EEO Job Category</b>	<b>2018 Employees</b>	<b>2018 Number of People of Color</b>	<b>2018 Percentage of People of Color</b>	<b>2016 Employees</b>	<b>2016 Number of People of Color</b>	<b>2016 Percentage of People of Color</b>	<b>Change in Percentage of People of Color</b>
<b>Officials/ Administrators</b>	101	18	17.82%	95	19	20.00%	-2.18%
<b>Professionals</b>	871	203	23.30%	800	187	23.37%	-0.07%
<b>Technicians</b>	17	3	17.64%	17	3	17.64%	0%
<b>Administrative Support</b>	122	23	18.85%	103	23	22.33%	-3.48%
<b>Service/ Maintenance Workers**</b>	0	0	0%	0	0	0%	0%
<b>Agency Total</b>	<b>1111</b>	<b>247</b>	<b>22.23%</b>	<b>1015</b>	<b>232</b>	<b>22.85%</b>	<b>-0.62%</b>

\*The categories of Asian, American Indian/Alaska Native, Black/African American, Hispanic, Native Hawaiian/Pacific Islander, and Two or More Races populations are combined in the PPDB report into the category People of Color.

\*\* The Employment Department does not employ anyone in the Service/Maintenance Workers EEO Job Category.

### Employee Representation for People with Disabilities as of June 30, 2018

EEO Job Category	2018 Employees	2018 Number of People with Disabilities	2018 Percentage of People with Disabilities	2016 Employees	2016 Number of People with Disabilities	2016 Percentage of People with Disabilities	Change in Percentage of People with Disabilities
Officials/ Administrators	101	6	5.94%	95	0	0%	+5.94%
Professionals	871	48	5.51%	800	14	1.75%	+3.76%
Technicians	17	0	0%	17	0	0%	0%
Administrative Support	122	8	6.55%	103	2	1.94%	+4.61%
Service/ Maintenance Workers	0	0	0%	0	0	0%	0%
<b>Agency Total</b>	<b>1111</b>	<b>62</b>	<b>5.58%</b>	<b>1015</b>	<b>16</b>	<b>1.57%</b>	<b>+4.01%</b>

### Employee Representation for Women as of June 30, 2018

EEO Job Category	2018 Employees	2018 Number of Women	2018 Percentage of Women	2016 Employees	2016 Number of Women	2016 Percentage of Women	Change in Percentage of Women
Officials/ Administrators	101	61	60.39%	95	51	53.68%	+6.71%
Professionals	871	543	62.34%	800	499	62.37%	-0.03%
Technicians	17	13	76.47%	17	11	64.70%	+11.77%
Administrative Support	122	103	84.42%	103	88	85.43%	-1.02%
Service/ Maintenance Workers	0	0	0%	0	0	0%	0%
<b>Agency Total</b>	<b>1111</b>	<b>720</b>	<b>64.80%</b>	<b>1015</b>	<b>649</b>	<b>63.94%</b>	<b>+0.86%</b>

*“Regular review of data on workforce representation of women, people of color, and people with disabilities is a vital component in evaluating equity and inclusion initiatives and planning new, targeted strategies.”*

Regular review of data on workforce representation of women, people of color, and people with disabilities is a vital component in evaluating equity and inclusion initiatives and planning new, targeted strategies. In reviewing the above data, it is clear that overall representation of women and people of color has not substantially changed in the agency workforce from 2016 to 2018, but there has been significant progress in overall representation of people with disabilities. Representation in several specific categories does need to be reviewed and addressed.

First, there has been a substantial increase in the percentage of women in the categories of officials/administrators and technicians. The number of overall officials/administrators increased from 95 in 2016 to 101 in 2018, showing an increase of six total officials/administrators. However, the number of women in this category increased by ten, leading to a large percentage increase (6.71%) for women in this category. Given the relatively large number of employees in this category, this percentage change may demonstrate a substantial success for the agency’s inclusion efforts towards women in the role of officials/administrators. By contrast, the number of overall employees in the technician category is relatively small, with only 17 employees in both 2016 and 2018. Therefore, the increase by two women during that time period, while yielding a large percentage increase (11.77%), is not necessarily significant. Finally, it is important to note that women are represented in larger proportions in every category of the Employment Department’s workforce than would be expected given their representation in the state’s population. According to the Oregon census of 2016, women make up only 50.5% of the state’s population, but in the agency they make up over 60% of each workforce category.

The data on people of color show several opportunities for further equity initiatives. For example, there is an increase of only one person of color in the officials/administrators category, which does not keep pace with the increasing number of overall employees in that category and thus yields a negative change of 2.18%. While this is a fairly small percentage, it is important to remain aware that as the agency’s positions increase in a given category, that increase should be equitably reflected among protected classes, particularly as it is reasonable to assume that visible representation in positions of authority leads to employees of color feeling more included in the workplace. In addition, the Oregon census from July 2016 reports that the state’s population is approximately 23.6% people of color. The categories of officials/administrators, technicians, and administrative support are all lower than 19%, meaning they are ideal for targeted initiatives for increased representation in these areas. On a more positive note, overall representation of people of color in the agency’s workforce (22.23%) is very close to the statewide census calculation of 23.6%.

Lastly, the representation of people with disabilities shows increases both across the agency and in specific categories with large numbers of employees. First, the number of people with disabilities in officials/administrators has risen from zero to six. This is especially significant given that the previous biennium’s plan shows there were also zero people with disabilities in this category in 2014. In the professionals category, the number of people with disabilities has risen from 14 to 48, more than keeping pace with the increased number of overall employees in that category. Across the agency, the number of employees with disabilities has increased from 16 to 62, showing a positive change in percentage of 4.01%.

Although these increases are encouraging, the reason(s) for them are not clear. One possibility is that employees and applicants are simply reporting their disability status more than before, perhaps as more applicants become aware of the legally required preference for veterans with disabilities. Comparing this report with other agencies’ reports for this biennium may show whether this increase is a statewide trend or unique to the Employment Department and its

*“The potential for a large number of employees to retire also provides the Employment Department with an opportunity to increase its recruitment of a diverse workforce. Along with other recruitment initiatives led by the Equity and Inclusion Council, Human Resources is working to redesign its recruitment practices to further align with the state of Oregon’s and the agency’s mission, vision, and values...”*

equity and inclusion initiatives. Given that the representation of people with disabilities statewide is 10.5% but no agency category is at more than 7%, there are still significant opportunities to increase the agency’s workforce representation across all Equal Employment Opportunity (EEO) job categories through continued efforts in hiring, retention, and promotion.

### *Succession Planning*

As one of the many state agencies in which a third of the workforce will become eligible for retirement within the next five years (see the state of Oregon’s Office of Diversity, Equity and Inclusion/Affirmative Action [2017-2019 report](#) for more information), the Employment Department is aware of the need for proactive succession planning. Over 40% of the agency managers have desk manuals, training programs, or other resources available in their areas to assist employees in moving into other positions or on-boarding within their area, which lowers barriers to these positions and contributes to equity in succession planning. A quarter of hiring managers are also familiar with the Department of Administrative Services’ succession planning tools, and over half have taken trainings on understanding and respecting generational differences in the workplace. Please see the “Managers” section below for further information on equity in succession planning.

The potential for a large number of employees to retire also provides the Employment Department with an opportunity to increase its recruitment of a diverse workforce. Along with other recruitment initiatives led by the Equity and Inclusion Council, Human Resources is working to redesign its recruitment practices to further align with the state of Oregon’s and the agency’s mission, vision, and values, including affirmative action goals. For example, the division has assembled a team to update and clarify the agency’s Criminal Records Check policy and procedure in order to better inform job seekers about the agency’s commitment to lowering barriers to employment by carrying out case-by-case criminal records assessments. Human Resources is also working to update the agency’s existing telecommuting and teleworking policies in order to help attract and retain current and upcoming generations of job seekers.

### *Exit Survey*

The Employment Department continues to distribute the statewide exit survey and review responses, with a response rate of 37% in the last biennium (with 76 total respondents). Of those respondents, 58% of respondents have rated the agency as an “excellent” or “good” place to work, and 65% have said that they would work for the agency again. The agency will continue reviewing exit survey results to monitor for ongoing trends or emerging themes.

## **Training, Education, and Development Plan**

The Employment Department provides equitable access to training for agency employees and interns (the agency does not host volunteers, and contractors and vendors do not have access to agency trainings). The following two tables show that race and gender demographics, as well as EEO Job Categories, of employees who have attended trainings over the past biennium closely reflect the employee demographics throughout the agency.

## Employee Training Percentages by EEO Job Category July 1, 2016 – June 30, 2018

	Officials/ Administrators	Professionals	Technicians	Administrative Support/Office and Clerical	Service/ Maintenance
<b>Training Attendees</b>	9.9	82.7	1.1	6.3	0
<b>Current Employees as of 6/30/18 (out of 1,111)</b>	<b>9.1</b>	<b>78.4</b>	<b>1.5</b>	<b>11.0</b>	<b>0</b>

## Employee Training Percentages by Race and Gender, July 1, 2016 – June 30, 2018

	Asian	American Indian/ Alaska Native	Black/ African American	Hispanic	Native Hawaiian/ Other Pacific Islander	Two or more	White	Race not disclosed		Female	Male	Gender not disclosed
<b>Training Attendees</b>	4.6	0.9	2.8	15.3	0.7	2.98	71.1	1.41		65.1	33.4	1.4
<b>Current Employees as of 6/30/18 (out of 1,111)</b>	<b>5.3</b>	<b>0.8</b>	<b>2.5</b>	<b>13.4</b>	<b>0.4</b>	<b>2.8</b>	<b>74.3</b>	<b>0.5</b>		<b>64.8</b>	<b>35.2</b>	<b>0</b>

Over the past biennium, the agency has also invested in developing a three-course series on diversity, equity, and inclusion. In conjunction with the Workforce Operations Division, the Unemployment Insurance Division applied for an administrative grant from the U.S. Department of Labor to cover the costs for approximately 600 employees in their divisions, and the agency director and Executive Team allocated agency funds to provide the series to all other sections (approximately 500 employees). Training sessions began in December 2017 and have been delivered across the state in order to include employees posted at the over forty agency work sites. The three sessions include:

### Diversity Works

- An interactive, half-day workshop that brings awareness of diversity and inclusion to the workplace
- At the end of this workshop, participants are able to:
  - Describe what makes them unique individuals
  - Recognize what makes others the unique individuals they are

- Consider differences and act respectfully

#### Disability Awareness, Accessibility, Communication, and Customer Service

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

#### Culture Matters: Managing Unconscious Bias

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

All Workforce Operations and Unemployment Insurance employees, along with many other agency employees, will complete the three trainings above by September 30, 2018. All trainings will continue to be offered on an ongoing basis to include new employees and interns. Course evaluations are in the process of being collected and will be used to revise training content and develop new trainings as needed.

### **Leadership Development and Training Program(s)**

Per Executive Order 17-11, the Employment Department has devoted significant agency resources in the past biennium to providing respectful leadership training such as the ASCENT: Promise of Leadership to all of our managers, including a 360-degree feedback assessment. Built around the need for leadership feedback resulting in increased awareness and respectful leadership, this six-hour program helps leaders focus on and develop their creative leadership competencies. These skills have been shown to improve the participants' leadership abilities, bring out the best in others, and significantly increase the performance of the overall business. The workshop also helps leaders identify and mitigate tendencies that hinder effectiveness, such as emphasizing caution over action, self-protection over productive engagement, and confrontation over collaboration. All department managers have also participated in executive coaching based on the 360-degree feedback assessment as part of their leadership development.

During an all-manager retreat in the spring of 2018, managers also participated in a half-day, follow up discussion facilitated by ASCENT trainers. At this same retreat, managers also participated in a ninety-minute discussion on unconscious bias and agency workforce demographics facilitated by the Equity and Inclusion Officer. Managers learned ways to become more conscious of hidden biases during recruitment and how different populations are represented within the agency.

*“The Equity and Inclusion Council has initiated several projects designed to attract and retain a diverse workforce, foster cultural intelligence throughout the agency, and educate current employees, including managers, on the benefits of forming diverse teams and promoting leaders who represent the diversity of Oregon.”*

The agency has referred multiple employees to the Leadership Oregon program and provides the A-Coach Approach leadership training for interested employees. In partnership with the Oregon Parks and Recreation Department, the agency has also provided Leadership Lab to over 25 employees. This training for non-supervisory, management employees, provides two weeks of classroom time over a four-month period and additional group and individual assignments outside of the classroom. The program provides opportunities for participants to explore values, communication styles, leadership models, cultural competency, collaboration, influencing, and more.

The agency has also provided the ASCENT Aspiring Leader Program for non-supervisory employees, which helps participants develop skills to be more effective in relationships with team(s), all levels of management, customers, partners, stakeholders, and others.

## **Programs**

### *Internship Programs*

Although the agency does not have a formal internship program, individual managers and the Equity and Inclusion Council have recruited over a dozen interns over the last biennium. Interns have been recruited from veterans’ programs, community colleges, tribes, and Vocational Rehabilitation. Several interns have subsequently competed for and obtained permanent, fulltime positions at the agency.

### *Mentorship Programs*

An agency-wide mentorship program is delivered through the New Employee Welcome program, in which managers are asked to identify mentors to guide and assist new employees for the first several months of their employment with the agency. The Workforce and Economic Research Division has an additional, longstanding mentorship program for new hires that includes minimal requirements for the mentors to make themselves available to their mentees (generally, once per week for the initial three months).

### *Agency-Wide Diversity Council*

During the past biennium, the agency has continued dedicating resources to maintaining an Equity and Inclusion Council comprised of 12-15 agency employees. The purpose of the Equity and Inclusion Council is to promote and support equity and inclusion by providing a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. The council envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute. The agency director sponsors the council and attends its monthly meetings; the council’s work is also authorized and supported by the Employment Department’s Executive Team. The council’s membership agreement provides for each member to devote up to eight working hours each month in carrying out their council duties. The council’s charter and membership agreement can be found in Appendix C.

The Equity and Inclusion Council has initiated several projects designed to attract and retain a diverse workforce, foster cultural intelligence throughout the agency, and educate current employees, including managers, on the benefits of forming diverse teams and promoting leaders who represent the diversity of Oregon. In February 2018, the Equity and Inclusion Council launched a Lunch and Learn series open to all state employees (with the exception of the July session, which was limited to the Employment Department and Business Oregon by speaker contract) and hosted in the agency’s central office in Salem. Each Lunch and Learn has been made available on the statewide training system iLearn so that employees can receive credit for

*“I really was impressed by all the women on the panel and felt inspired by all the amazing leaders we have in state government and the private sector. Thank you so much for including someone from the private sector in our local community, as it brought another dimension to the conversation...”*

attending, and employees can either attend in person, participate via livestream, or watch the recorded session.

As this series promotes greater cultural understanding and inclusion of the agency’s diverse workforce and customers and therefore helps the agency in carrying out its mission, the Human Resources Director established from the beginning that employee attendance would be during paid work time. Although employees are encouraged to bring their lunch, they are reminded to schedule a separate break time before or after each session. The four completed sessions in this series are listed below, and three more sessions are scheduled through the remainder of 2018 for the following observances: Hispanic Heritage Month, Domestic Violence Awareness Month, and American Indian Heritage Month.

#### Black History Month, February 27, 2018

- A discussion by Wilma Marchbanks on how we can apply lessons from Oregon’s past to move towards racial equity
- Over 100 employees attended, and feedback included the following:
  - “It was really amazing.”
  - “Hope we do more of these. Speaker and video were wonderful.”
  - “I LOVED the seminar. I had no idea how ignorant I was about black history. I knew Oregon was anti-slavery, but I did not know Oregon was anti-black and what that entailed ... Well, as you can see, I have a new awareness and a lot of questions. A good thing. Thanks for this seminar. It was probably one of the most informative trainings I have ever attended and has whet my appetite to learn more.”

#### Women’s History Month, March 22, 2018

- A moderated panel discussion featuring Director Kay Erickson, Oregon Employment Department; Director Lisa Sumption, Department of Parks and Recreation; Director Colette Peters, Department of Corrections; Director Nia Ray, Department of Revenue; Lillian Green, Equity Director of Early Learning Division, Department of Education; and Leslie Kampstra, co-owner of Cherry City Interiors & Design
- Over 150 employees attended, and feedback included the following:
  - “It was very interesting, and inspiring. The webinar covered several subjects of diversity and inclusion. Hearing these women speak of their journey in leadership goes far in helping a woman to have courage; believing in yourself, and removing yourself from environments that are toxic... Although all of these women were in some of the highest management positions ... and all of them demonstrated professionalism but knew they were just like other people with working parent lifestyles ... thank you for bringing this webinar to us. I love this kind of education.”
  - “What a panel! Strong and on point. Thank you for creating that space.”
  - “I really was impressed by all the women on the panel and felt inspired by all the amazing leaders we have in state government and the private sector. Thank you so much for including someone from the private sector in our local community, as it brought another dimension to the conversation – what a great idea!”

#### Asian American and Pacific Islander Heritage Month, May 16, 2018

- A presentation from the Asian Pacific American Network of Oregon (APANO) to raise awareness of some of the many Pacific Islander communities in Oregon and build more cultural competency for providing services to these communities
- Over 70 employees attended, and feedback included the following:

*“I thought it was well done and very informative ... and I appreciated, as I have with all the Lunch and Learns, that the focus was on how we treat individual people, be they customers, co-workers, or friends.”*

- “I am of Polynesian decent – I was born in the beautiful island of American Samoa – Which is a territory of the U.S. This session hits home for me in so many ways. I’ve learned a lot about the challenges that my fellow Asian Pacific islanders have been going through, during this session.”
- “I was a bit dismayed to learn how much I didn’t know about that area of the world, but that dismay quickly turned to appreciation for the opportunity to learn. Understanding that community’s relationship status with the U.S. is clearly a critical piece of information our staff needs to understand to better serve these customers.”

LGBTQ (Lesbian, Gay, Bisexual, Trans/Transgender, Queer/Questioning) Pride Month, July 12, 2018 (rescheduled from June)

- A training from Basic Rights Oregon and cosponsored by Business Oregon to explain terms related to the transgender community and discuss how we can provide more inclusive customer service and work environments for LGBTQ communities
- Over 100 employees attended, and feedback included the following:
  - “Everyone did an amazing job. The presenters were prepared, knowledgeable, and engaging. I really like the handouts and activity. Thank you for making my first lunch and learn at OED a good experience.”
  - “I appreciated hearing and learning new things as well as reinforcing many of the things I am already familiar with.”
  - “I thought it was well done and very informative ... and I appreciated, as I have with all the Lunch and Learns, that the focus was on how we treat individual people, be they customers, co-workers, or friends.”



*Employees attend the LGBTQ Month 2018 Lunch and Learn presented by Basic Rights Oregon*

In dedicating resources to hosting these sessions, the agency’s equity goal is to increase mutual understanding and respect and decrease unconscious bias among the many diverse communities that make up the agency’s workforce and customers, which may lead to the increased hiring, retention, and promotion of qualified, culturally diverse employees.

The Equity and Inclusion Council is also advancing initiatives to assist hiring managers in screening for employees who recognize the value of individual and cultural differences and how they contribute to a successful workplace. Many managers have requested updated hiring questions on this topic, and in response the Equity and Inclusion Council, in partnership with Human Resources, developed a first draft of updated equity and inclusion hiring questions. Hiring managers with open recruitments were encouraged to test the questions in their recruitments

*“The Employment Department has engaged in extensive community outreach over the past biennium to raise awareness of the services we provide to job seekers and businesses and attract skilled and diverse applicants to our agency.”*

and provide feedback from October 2017 to April 2018. A second draft of questions was posted on the agency intranet and introduced at manager meetings across the agency in May 2018.

Based on the feedback received from hiring managers (both informally and through the managers’ affirmative action survey in June 2018), the questions and accompanying desired attributes (see Appendix C) will become a required component of the hiring process at the beginning of the next biennium. The council has also developed guidance on reducing the use of gendered language in job announcements in order to avoid inadvertently deterring qualified applicants from applying to open recruitments (see Appendix C). The Equity and Inclusion Council anticipates providing annual or semiannual updates to both of these resources to account for new research and manager feedback.

Regular communication to all employees on the importance of an inclusive workforce and practical tips for addressing inequitable treatment in the workplace is a critical component of the Equity and Inclusion Council’s work. The Equity and Inclusion Council provides articles for the monthly agency newsletter *InnerView* and has covered a wide array of diversity topics over the past biennium. Over the past nine months, the Equity and Inclusion Officer has also provided three articles to provide practical tips for addressing inequitable treatment in the workplace, whether as the recipient of inequitable treatment or as an active bystander (see Appendix C for examples).

#### *Employee Resource Group and Affinity Groups*

The Employment Department does not currently sponsor Employee Resource or Affinity Groups.

## **Community Engagement**

The Employment Department has engaged in extensive community outreach over the past biennium to raise awareness of the services we provide to job seekers and businesses and attract skilled and diverse applicants to our agency. Specifically, employees from Workforce Operations attended community events and meetings to share information for job seekers and employers; employees from Workforce and Economic Research presented labor market information in multiple venues; and employees from Unemployment Insurance provided information on unemployment tax and benefits.

Examples of the over 1,000 community engagement events and meetings our employees have attended during the past biennium include the Latino Business Alliance networking event, Oregon Association of Minority Entrepreneurs: Coffee and Issues, employer hiring event at Willamette High School, Veteran Stand Down (multiple locations), Second Chance Job and Resource Fair, Campeones de Salud Resource Fair, Columbia Gorge Family Day, annual Mobile Mexican Consulate and Resource Fair, Grand Ronde Native American Veterans’ Summit and Powwow, Federal Correctional Institute Resource Fair, Chemekata Community College Job Fair, Partners in Diversity: Breakfast for Champions, Governor’s Marketplace, and Rural Business and Innovation Summit.



**EXECUTIVE ORDER NO. 17-11**

**RELATING TO AFFIRMATIVE ACTION, EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, EQUITY, AND INCLUSION**

On January 26, 2005, Governor Kulongoski issued Executive Order 05-01, relating to affirmative action. That Executive Order directed Agency Directors and Administrators to review and discuss their affirmative action plans, to initiate training on affirmative action issues, including affirmative action responsibilities in key job descriptions, and to conduct Cultural Competency Assessment and training.

Since the issuance of Executive Order 05-01, Amendment 08-18, and Amendment 16-09, state agencies have met with the Governor's Affirmative Action Office (GAAO) to review and discuss their affirmative action plans. The Department of Administrative Services (DAS) has completed an audit of position descriptions for the inclusion of affirmative action duties and DAS has shared audit results with GAAO. In lieu of Cultural Competency Assessments, state agencies have committed to Respectful Leadership professional development (as defined in Affirmative Action Plan guidelines) for all staff with specific emphasis on Diversity, Equity, Inclusion, Affirmative Action, and Equal Employment Opportunity.

Significant gains have been made, and there is more work to be done. The State of Oregon remains committed to every person's right to work and advance on the basis of merit, ability, and potential. In order to continue implementation of the goals and policies set forth in Executive Orders 05-01, 08-18, and 16-09, I extend these orders as follows:

**NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:**

1. The GAAO and each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to improve hiring and developmental opportunities.
2. To continue the State of Oregon's progress in promotion of Diversity, Equity, and Inclusion in the workplace, and the elimination of the effects of past and present discrimination, intended or unintended, Agency Directors and Administrators shall:





**EXECUTIVE ORDER NO. 17-11**  
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3. Under ORS 659A.012, state agencies are "required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance." Periodically, DAS shall conduct audits of agencies to determine whether management personnel are being evaluated based on effectiveness in achieving affirmative action objectives. Results of this audit shall be provided to GAAO.
4. GAAO will continue to coordinate with DAS regarding the progression and presentation of statewide professional development designed to improve employees' skills and competency in managing affirmative action, equity, and diversity issues.
5. GAAO will annually monitor agencies' training and implementation of Respectful Leadership as professional development regarding the areas of Diversity, Equity, Inclusion, Affirmative Action, and Equal Employment Opportunity and the internal and external impact of these professional development strategies. Agency Directors and Administrators are expected to implement current, ongoing professional development within their agencies to promote equity.
6. DAS, in conjunction with GAAO and the Oregon Department of Justice, has developed a web-based exit interview survey tool. Agency Directors and Administrators shall allow employees to use state equipment to access the Exit Interview Survey and shall encourage all employees to complete the survey prior to their transfer or departure.
7. GAAO will use all data collected from the Department of Administrative Services (DAS), Bureau of Labor and Industries (BOLI), Oregon Employment Department (OED), and other state agencies to produce and distribute a biennial report to the Governor, the Legislature, and key stakeholders.





EXECUTIVE ORDER NO. 17-11  
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8. This Executive Order will expire on December 31, 2020.

Done at Salem, Oregon, this 16<sup>th</sup> day of October, 2017.



Handwritten signature of Kate Brown in blue ink.

Kate Brown  
GOVERNOR

ATTEST:

Handwritten signature of Dennis Richardson in green ink.

Dennis Richardson  
SECRETARY OF STATE



*“The Employment Department provides businesses with a fair opportunity to compete for government contracts regardless of business size or owner ethnicity, gender, or disability.”*

## Status of Contracts to Minority Businesses

The Employment Department provides businesses with a fair opportunity to compete for government contracts regardless of business size or owner ethnicity, gender, or disability. Agency contracting information is reported in the table below. All Employment Department contracting opportunities exceeding the Direct Negotiate Threshold of \$10,000 are posted on the Oregon Procurement Information Network (ORPIN), which also provides notice of these opportunities to Certification Office for Business Inclusion and Diversity (COBID) certified firms, with the following exceptions:

- Some contracts are directly awarded as a result of vendors being specifically named as a sub-recipient of a grant process
- Janitorial and landscaping contract opportunities are first offered to Qualified Rehabilitation Facilities, by statute
- All agency vending opportunities are first offered to the Oregon Commission for the Blind
- Many of the agency’s procurements are obtained through Department of Administrative Services State-wide Price Agreements, e.g. translation, interpretation, and sign language, and these opportunities were offered to COBID certified vendors

Status of Contracts to Minority Businesses, July 1, 2016 – June 30, 2018	
Agency total contract budget (dollars)	\$10,043,250.40
Total number of contracts*	6,136
Total number of contracts with COBID firms	469 (7.6% of total contracts)
Total contract dollars spent on COBID contracts	\$580,494.01 (5.8% of total contract budget)

\*The number of contracts includes contracts, purchase orders, and agreements. Interagency Agreements, Intergovernmental Agreements, or contracts with non-profit partners are included in the number of contracts awarded. The contract dollars associated with these agreements are excluded from the agency total contract budget, as they are not available for COBID entities to perform.

## Roles for Implementation of Affirmative Action Plan

### *Agency Director*

The director is a visible and vocal leader of the agency’s equity and inclusion work. Throughout the past biennium, the director has actively supported and sponsored the agency’s Equity and Inclusion Council and Equity and Inclusion Officer and taken the lead on sending agency-wide communications around diversity, equity, and inclusion (see Appendix C). As the Executive Sponsor of the Equity and Inclusion Council, the director took responsibility for sending all employees an invitation to apply for council membership. The director also participated in the selection of the agency’s Equity and Inclusion Officer, attended (and continues to attend) monthly Equity and Inclusion Council meetings, participated as a panelist at the Council’s Women’s History Month Lunch and Learn, and recruited other state leaders to join the Women’s History Month event.



*Women's History Month panelists (seated from left to right): Leslie Kampstra, Lillian Green, Director Kay Erickson, Director Nia Ray, Director Colette Peters, Director Lisa Sumption*

The director regularly communicates the value of equity and inclusion to the agency during Executive Team meetings, stakeholder meetings, and in communications to employees). The director has also sent the annual statewide diversity conference registration information to all employees and encouraged them to attend, and in 2018 the director participated on a leadership panel for both days of the conference. The director continues to be a strong, visible presence in the agency's equity and inclusion work.

The director also championed the formulation of a new strategic plan for the agency and incorporated equity and inclusion into every stage of the planning process. Knowing that employee input is critical in developing a robust strategic plan, the entire Executive Team ensured that significant resources were designated for providing an inclusive and accessible process for collecting input, which was done through SOAR (Strengths, Opportunities, Aspirations, and Results) sessions facilitated throughout all agency offices from January to March 2018. In these sessions, every agency employee was able to provide anonymous, specific feedback and ideas that were later compiled into datasets for either managers to address at the local level or the strategic planning team to incorporate into the agency's strategic plan.

The agency's Equity and Inclusion Officer, who is part of the strategic planning team, received both a dataset of agency-wide input and a dataset specific to diversity, equity, and inclusion. In collaboration with the Equity and Inclusion Council and Executive Team, the Equity and Inclusion Officer will use this input to develop a strategic plan specific to equity and inclusion that prioritizes the needs and concerns of employees as reported in the SOAR sessions. The Executive Team anticipates that responding to employee input through this plan will improve equity implementation across all areas of the agency, including hiring, retention, promotion, and succession planning. The overall strategic planning process will continue throughout the remainder of 2018 and culminate in an agency-wide strategic plan that will incorporate the equity and inclusion strategic plan.

*“Managers are essential in implementing equity across all agency processes and have specific affirmative action responsibilities under Executive Order 17-11.”*

### *Managers*

Managers are essential in implementing equity across all agency processes and have specific affirmative action responsibilities under Executive Order 17-11. Accordingly, the Equity and Inclusion Council distributed a survey to all managers at the end of the biennium to gather information on their implementation of the executive order, participation in the agency’s equity and inclusion initiatives, and knowledge of available resources. The council found that many agency managers are embracing the agency’s equity and inclusion initiatives and have been championing their own local programs as well. For example, an all-staff equity lens training for employees was hosted at the Eugene WorkSource Oregon center. As one manager explained, “I often tie in not just the personal and societal level benefits of being more diverse and inclusive, but also how a positive approach to these issues can and does significantly improve our ability to serve our customers. It is a very practical approach to achieving the department’s goals, in addition to making individuals feel more secure and valued.”

To implement equity in the hiring process, over half of agency managers have included at least one question about diversity, equity, or inclusion in the recruitment process, and they have included the ability to work with a diverse workforce and customers as a desired attribute in the job posting. Over a third of hiring managers have also provided information on unconscious bias to their hiring panels in order to help panelists consciously mitigate the effects of unconscious bias during the hiring process. One highlight from the Workforce and Economic Research Division is that their managers send job announcements for economists to all major universities in Oregon that include economics degrees, and, when email addresses can be obtained, to leaders of campus based cultural organizations (e.g. Black Students Unions, Hispanic Student Unions) at those universities.

In an effort to mitigate unconscious bias in retention and promotion, at least half of the agency’s managers have engaged in deliberate, conscious actions to ensure that opportunities for working on new projects and initiatives are equally available to all of their direct reports, not just a favored few or the most vocal. As one manager wrote, “I review who has participated in efforts, encourage and assign those who haven’t been involved recently, [and] ask who is interested.” Another manager reported, “Staff engagement and encouragement to participate by posting/sending invitation to join. When someone may have other barriers (shy/quiet) I engage them in 1:1 to encourage and support them.” Furthermore, at least half of agency managers have provided or encouraged job shadowing or rotational opportunities for their direct reports, which can enhance equity not only in retention and promotion, but succession planning as well.

### *Affirmative Action Representative*

In September 2017, the Employment Department also dedicated resources to the fulltime position of an Equity and Inclusion Officer, who serves as the Affirmative Action Representative. The Equity and Inclusion Officer chairs the Equity and Inclusion Council and develops and implements programs designed to meet the agency’s goal of a diverse and inclusive workforce. This position provides vision, direction, counsel, and leadership to all employees in areas of equity, diversity, and inclusion in their daily work, and in the programs and activities of the agency. Additional responsibilities include developing the agency’s long-range plans, goals, objectives, and milestones; evaluating program effectiveness; increasing the diversity of the Employment Department workforce; reducing barriers to employment faced by protected classes and underrepresented groups; engaging the organization in dialogue that promotes understanding, respect, and inclusion in the work environment; and collecting data, conducting analyses, and providing reports on the agency’s progress related to equity, inclusion, affirmative action, and diversity.

Agency leadership has engaged in multiple communications with all employees to explain the importance of this new position. For example, the agency director introduced the Equity and Inclusion Officer via an agency-wide email in the fall of 2017, and Legislative Affairs and Communications included a profile of the Equity and Inclusion Officer in the agency newsletter in the spring of 2018. In addition, many managers have invited the Equity and Inclusion Officer to attend their employee and manager meetings to continue communicating the role of this new position and allow the Equity and Inclusion Officer to directly solicit ideas and feedback.

In addition to leading the work of the Equity and Inclusion Council, the Equity and Inclusion Officer has also served as one of the agency representatives for the statewide diversity conference and co-chaired the conference in 2018. With agency sponsorship, the Equity and Inclusion Officer also completed a 10-month professional certificate in tribal relations through Portland State University. This program included eight hours of classroom time every month and three weeks of fieldwork, including tours of tribal reservations and meetings with Oregon tribal governments and state and federal stakeholders to learn more about tribal relations and how to provide collaborative and equitable services to tribal members.



*The Equity and Inclusion Officer (bottom right), graduate student assistant, and two other tribal relations students outside of the Embassy of Tribal Nations in Washington, DC*

The Equity and Inclusion Officer also coordinated the agency's activities for Child to Work Day 2018 at the agency's central office, with a goal of inspiring our youth to consider careers in public service and enhancing workforce inclusion of employees with children. Over twenty children ages 12-18 attended the scheduled half-day of events, which included activities specific to agency functions, such as attending a mock unemployment benefits hearing, measuring office space to determine wheelchair accessibility, job searching at a WorkSource Oregon center, and submitting a timesheet to payroll. As one employee wrote, "[The Employment Department] is now cool amongst the next generation of kids! I am very happy to be a part of this amazing team and excited for what next year will bring!"



*Attendees at the Employment Department's central office Child to Work Day 2018 event*

**July 1, 2016 – June 30, 2018**

Goals	Accomplishments
<p><b>Goal 5.1 Develop People</b></p>	
<p>New Employee Welcome (NEW)—to improve retention of new, diverse hires, implement additional components of the NEW on-boarding program that assure new hires are provided connections to others in the organization.</p>	<p>The New Employee Welcome now includes a colleague component, in which new employees can be linked to others in the organization.</p>
<p>a. Each administrative services area will consult with other areas of the agency to identify a relevant training opportunity.</p> <p>b. Develop and deliver a relevant training to staff annually based on the identified need.</p> <p>c. Develop and communicate an annual calendar of training opportunities.</p>	<p>The Equity and Inclusion Officer has identified and coordinated diversity Lunch and Learn trainings offered to all agency employees. Four trainings have been offered this biennium. Each division has coordinated attendance of their interested employees such that customer needs are met while employees attend these trainings on a rotating basis.</p> <p>The agency cosponsored the Statewide Diversity Conference in 2016 and 2017 and sent over 180 employees to this all-day conference over the past biennium.</p> <p>The agency also applied for and received a federal grant to provide three diversity and inclusion-specific trainings to managers and employees. These include a half-day, introductory course on diversity, an e-learning on providing services to customers with disabilities, and a half-day course on unconscious bias.</p>
<p>Provide a full span of management and leadership development training opportunities:</p> <ol style="list-style-type: none"> <li>1. Universal Leadership (for all staff)</li> <li>2. Leadership Lab</li> <li>3. Transition to Management</li> <li>4. Management Development Series (from Department of Administrative Services)</li> <li>5. Advanced Leadership</li> <li>6. Executive Leadership and Coaching</li> </ol>	<p>The agency has referred multiple employees to the Leadership Oregon program and provides the A-Coach Approach leadership training for interested employees.</p> <p>In partnership with the Oregon Parks and Recreation Department, the agency has provided Leadership Lab to over 25 employees. This training for non-supervisory, management employees, provides two weeks of classroom time over a four-month period and additional group and individual assignments outside of the classroom. The program provides opportunities for participants to explore values, communication styles, leadership models, cultural competency, collaboration, influencing, and more.</p> <p>The agency has also provided the ASCENT Aspiring Leader Program for non-supervisory employees, which helps participants develop skills to be more effective in relationships with team(s), all levels of management, customers, partners, stakeholders, and others.</p> <p>Trainings have been developed and revised for new managers as part of NEW (New Employee Welcome) onboarding, as well as additional leadership trainings. All agency managers have also completed an in-depth ASCENT: Promise of Leadership training, including a 360-degree feedback assessment, and this training is</p>

	<p>offered to all new managers. The Executive Team has also participated in multiple executive coaching sessions and 360 degree feedback assessments.</p>
<p>a. Improve the implementation of the Affirmative Action Plan through the use of performance assessments or performance management.</p> <p>b. Ensure all management performance evaluations include an assessment of the manager’s effectiveness in achieving affirmative action objectives.</p> <p>c. Ensure incorporation of affirmative action, diversity, and inclusion responsibilities in executive and management job descriptions as appropriate.</p> <p>d. Ensure all managers complete performance appraisals for all employees annually.</p>	<p>The Employment Department is continuing to incorporate affirmative action objectives into management job descriptions, and this goal has now been accomplished for the majority of managers. The agency has been working towards standardizing performance management for both managers and non-managers, with the goal of including affirmative action goals in the standardized process. The agency anticipates that moving to the statewide Workday system in 2019 will assist in achieving full implementation of this goal.</p>
<p>a. All administrative staff will have an approved Career Development Plan.</p> <p>b. All administrative staff will complete at least one non-mandatory training or professional development activity each year as funds allow.</p> <p>c. Identify and develop culturally competent career development plans that may include opportunities for mentorships, job rotations, job shadowing.</p>	<p>The agency anticipates that moving to the statewide Workday system will assist in achieving full development of Career Development Plans for administrative staff.</p> <p>At least half of the agency managers have provided or encouraged job shadowing or rotational opportunities for all of their direct reports. The Training Percentages by EEO Job Categories table shows that administrators are participating in trainings in proportion to their representation in the agency.</p>
<p><b>Goal 5.2 Increase Communications and Outreach</b></p>	
<p>a. Add an Equity and Inclusion Officer position to lead the development and implementation of equity and inclusion strategies.</p> <p>b. Recruit and hire the Equity and Inclusion Officer.</p>	<p>The agency hired a fulltime Equity and Inclusion Officer in September 2017. The Equity and Inclusion Officer chairs the Equity and Inclusion Council and develops and implements programs designed to meet the agency’s goal of a diverse and inclusive workforce. This position provides vision, direction, counsel, and leadership to all employees in areas of equity, diversity, and inclusion in their daily work, and in the programs and activities of the agency.</p>

c. Equity and Inclusion Council will submit an annual action plan for support and accountability on projects from the Executive Team.

e. Roll out an Equity and Inclusion internship pilot program fall of 2016 to increase job readiness of underrepresented groups. For this pilot, two internship opportunities within the central office will be open to Oregonians with disabilities. Success will be measured through individualized performance, evaluations, and self-assessments completed over the course of the 12-week internship. These will show measurable increases in interns' skills and confidence. Once the internship has ended, the program will be evaluated for successes, failures, opportunities for improvement, and scalability. The goal is to expand the internship opportunity to other underrepresented populations.

f. Increase participation in job fair, community, diversity, and professional organization events.

Additional responsibilities include developing the agency's long-range plans, goals, objectives, and milestones; evaluating program effectiveness; increasing the diversity of the Employment Department workforce; reducing barriers to employment faced by protected classes and underrepresented groups; engaging the organization in dialogue that promotes understanding, respect, and inclusion in the work environment; and collecting data, conducting analyses, and providing reports on the agency's progress related to equity, inclusion, affirmative action, and diversity.

The Equity and Inclusion Council is developing an annual action plan in alignment with the current biennium's affirmative action goals.

The Equity and Inclusion Council coordinated the development of three internship opportunities for Oregonians with disabilities. Of these three, one internship has ended, one intern has competed for and been selected for a permanent position within the agency, and the third intern has continued with the agency in an extended internship. The Equity and Inclusion Officer has evaluated the internships for successes, failures, opportunities for improvement, and scalability. The Equity and Inclusion Officer has been conducting outreach to other underrepresented groups and tribal governments in order to expand this internship program.

Agency employees have attended over 1,000 community, diversity, and professional organization events over the past biennium. Events included Veteran Stand Downs, the Governor's Marketplace, Breakfast for Champions with Partners in Diversity, and multiple job and career fairs. The agency has also become a member of Partners in Diversity, a 501(c)(3) nonprofit organization that seeks to address employers' critical needs for achieving and empowering a workforce that reflects the rapidly changing demographics of the Pacific Northwest.

**Goal 5.3 Improve Processes**

a. Continue to partner with the Governor's Equity Office to reach diverse populations and participate in the Governor's Affirmative Action Office (GAAO) sponsored training.

b. Human Resources, in partnership with the Workforce Operations Division, will continue to educate communities across the state of Oregon about our job opportunities and services we provide through job and career fairs.

Agency employees, including the Equity and Inclusion Officer, participate in all trainings and meetings sponsored by the Governor's Office on Diversity, Equity, and Inclusion.

Agency employees in the almost forty WorkSource Oregon centers across the state continue to work with the Human Resources in posting the agency's recruitments at their centers.

The agency Recruitment Analyst continues to share job postings with up to 15 LinkedIn diversity groups, including Oregon Professionals of Color, Military Veterans and Service Members, LGBT Chamber of Commerce Northwest Oregon and Southwest Washington, Center for Women's Leadership, and Minority Professional Network. Members of the Equity and Inclusion Council have also posted welcoming statements (along with links to the agency's posted jobs) and celebrations of key civil rights

<p>c. Employment Department will assess and utilize relevant social media platforms and reach out to multiple diversity groups in collaboration with other state agencies.</p>	<p>dates on the agency’s Facebook page. The Equity and Inclusion Officer posts positions at secure online diversity sites and emails postings to a diversity distribution list, including the Governor’s Affirmative Action Office, to reach diverse populations.</p>
<p>a. Evaluate and assess any trends showing an increase or decrease in harassment or discrimination claims.</p> <p>b. Continue to utilize the Statewide Exit Interview Survey. Prepare report on a quarterly basis and share with the Equity and Inclusion Council, Executive Team, Human Resources Manager, and Human Resource Analysts. Based on responses, the agency will look for ways to promote and increase inclusion throughout the agency.</p> <p>c. Track, report, and communicate on the diversity of the applicant pools and new employees.</p> <p>d. Report to hiring managers during each recruitment and to Executive Team quarterly.</p> <p>e. Recruitment Analyst will track monthly job and career fairs.</p>	<p>Human Resources evaluates and assesses any harassment or discrimination complaints to determine if any trends exist.</p> <p>Human Resources continues to send a link to the Statewide Exit Interview Survey via email to exiting employees either before or after separation. The Equity and Inclusion Officer has taken on the responsibility of requesting the results from the Department of Administrative Services, reviewing for disparate impact, and sharing with not only the Human Resources Director (formerly the Human Resources Manager), Human Resources Business Partners (formerly the Human Resources Analysts), Equity and Inclusion Council, and Executive Team, but also all of the managers within the agency as appropriate.</p> <p>In April 2018, the Equity and Inclusion Officer led all managers in a discussion of the current agency employee demographics as compared to overall Oregon demographics. Categories reviewed included applicants, new hires, current employees, promotions, management vs. non-management, and exiting employees. Opportunities for improvement in these categories in terms of specific racial and ethnic populations were identified and discussed.</p> <p>The Equity and Inclusion Officer has taken over the duty of compiling the agency’s community engagement efforts, including compiling the job fairs agency employees attend.</p>
<p>a. Increase the racial and/or ethnic diversity of staff from current baselines to more closely reflect the racial and ethnic diversity of the agency’s customers. Increase the representation of staff with disabilities.</p> <p>b. Review and revise existing or develop new culturally competent career development activities (e.g. mentorships, rotation opportunities, job shadowing, etc.).</p>	<p>One of the agency’s goals is to reflect the racial and ethnic diversity of all Oregonians. Currently the representation of people of color throughout the agency closely reflects the representation of people of color across the state.</p> <p>The Equity and Inclusion Officer distributed a survey to all managers at the end of the 2017-2019 biennium to assess how managers are promoting and fostering a diverse workforce and a workplace free of discrimination, including in making development activities such as mentorships and rotation opportunities available.</p>

**July 1, 2019 – June 30, 2021**

Goals	Strategies
<p><b>Increase recruitment outreach to traditionally underrepresented populations</b></p>	<p>The agency will finish updating its Criminal Records Check policy and procedure and post them on its public website to demonstrate the agency’s longstanding commitment to reducing barriers to employment for populations disproportionately impacted by criminal records checks.  <b>Due date: July 31, 2019</b></p> <p>The agency will finish updating its telecommuting and telework policies and procedures.  <b>Due date: September 31, 2019</b></p> <p>Agency employees in WorkSource Oregon centers will continue to work with Human Resources to post competitive recruitments. The Equity and Inclusion Officer will provide job announcement flyers to employees who participate in the agency’s extensive community engagement activities to enhance recruitment efforts. The agency will also institute closer tracking of community engagement activities.  <b>Due Date: December 31, 2019</b></p> <p>The Equity and Inclusion Council will develop a resource list of community groups to assist hiring managers in advertising their positions through increased community engagement.  <b>Due Date: December 31, 2019</b></p> <p>The agency Recruitment Analyst will continue to source candidates through LinkedIn and connect with candidates via LinkedIn diversity groups. The Recruitment Analyst will also add two to three LinkedIn groups for professionals with disabilities.  <b>Due Date: December 31, 2019</b></p> <p>Equity and Inclusion Council members will attend at least ten community events specifically to raise awareness of open agency positions throughout underrepresented communities.  <b>Due Date: June 30, 2021</b></p> <p>Human Resources will continue to work with the Governor’s Office for Diversity, Equity, and Inclusion to reach diverse populations. The Equity and Inclusion Officer will continue posting positions at secure online diversity sites and increase the list of secure sites. The Equity and Inclusion Officer will also continue emailing postings to a diversity distribution list and increase the number of contacts on the list.  <b>Due Date: ongoing</b></p> <p>The Recruitment Analyst will ensure that all job announcements include the Equal Employment Opportunity (EEO) and diversity and inclusion statement. The Recruitment Analyst will continue to meet with every manager before their position is posted to discuss recruitment strategies and provide tools from the Equity</p>

	<p>and Inclusion Council, such as supplemental hiring questions and research-based guidance on gendered language.  <b>Due Date: ongoing</b></p>
<p><b>Meet requirements of Executive Order 17-11</b></p>	<p>The agency's Classification and Compensation Analyst will continue updating management and non-management position descriptions to include language around diversity, equity, and inclusion as the positions come up for recruitments, with a goal of all management positions descriptions including this language.  <b>Due Date: July 31, 2019</b></p> <p>The Equity and Inclusion Officer will record baseline data from the manager survey, provide guidance and resources to individual managers based on their survey results, and work to increase the percentage of managers who are taking specific steps to foster a diverse workforce and a workplace free of discrimination. Specific goals include 75% of managers taking specific steps to provide equitable access to non-mandatory trainings, new projects, and attendance at diversity-oriented trainings.  <b>Due Date: December 31, 2019</b></p> <p>The agency will continue providing respectful leadership training to new managers and working towards performance management goals.  <b>Due Date: ongoing</b></p> <p>The Equity and Inclusion Officer will continue to pull demographic statistics twice a year; review for disparate impact; share with the Human Resources Director, Equity and Inclusion Council, Executive Team, and all managers; and provide recommendations as needed.  <b>Due Date: ongoing</b></p> <p>Human Resources will continue sending a link to the Statewide Exit Interview Survey via email to exiting employees either before or after separation. The Equity and Inclusion Officer will request the Statewide Exit Interview Survey results from the Department of Administrative Services twice per year and share results and trends with the Human Resources Director, Human Resources Business Partners, Executive Team, and all managers within the agency as appropriate.  <b>Due Date: ongoing</b></p>
<p><b>Provide diversity training and information to all employees and enhanced trainings for all managers</b></p>	<p>The majority of employees in the Workforce Operations and Unemployment Insurance divisions will complete the three diversity trainings obtained through the U.S. Department of Labor. In the fall of 2018, all managers will receive additional training from Human Resources and the Equity and Inclusion Officer.  <b>Due Date: July 31, 2019</b></p> <p>The Equity and Inclusion Council will provide equity lens-based tools for hiring panels and managers to assist with reviewing and scoring applicants and conducting reference checks.</p>

	<p><b>Due Date: June 30, 2020</b></p> <p>The agency will provide the three diversity trainings obtained under the U.S. Department of Labor on an ongoing basis, particularly for new employees. The agency will also develop a bystander intervention training to provide tools to help employees actively assist in creating and maintaining a respectful and inclusive workplace.</p> <p><b>Due date: June 30, 2021</b></p> <p>The Equity and Inclusion Council will host an additional six to nine diversity-based Lunch and Learns or other agency-wide educational opportunities for staff.</p> <p><b>Due Date: June 30, 2021</b></p> <p>The Council will continue to submit monthly newsletter articles for the agency wide newsletter and develop further communication tools for demonstrating the agency’s value of a diverse workforce to our employees.</p> <p><b>Due Date: ongoing</b></p>
<p><b>Develop annual action plan and/or strategic plan for equity and inclusion</b></p>	<p>Using its updated charter and current Affirmative Action Plan as a guiding document, the Equity and Inclusion Council will submit a strategic plan and/or annual action plan and budget request to the Executive Team.</p> <p><b>Due Date: December 31, 2019</b></p>
<p><b>Evaluate programs, policies, and procedures using an equity lens</b></p>	<p>The Equity and Inclusion Council will draft a procedural document regarding transgender employees and customers to further the agency’s implementation of the statewide policy on Discrimination and Harassment Free Workplace (<a href="#">50-010-01</a>).</p> <p><b>Due Date: July 31, 2019</b></p> <p>The agency will establish a schedule for the Equity and Inclusion Council to evaluate programs, policies, and procedures using an equity lens. The council will provide findings and recommendations to the Executive Team.</p> <p><b>Due Date: June 30, 2020</b></p>
<p><b>Increase internship opportunities for traditionally underrepresented groups</b></p>	<p>The agency will continue hosting interns through the Department of Human Services’ Vocational Rehabilitation program, with a goal of hosting five interns in the next biennium. The agency will also host six interns from other underrepresented groups and include mentorship as a key component of each internship.</p> <p><b>Due Date: June 30, 2021</b></p>
<p><b>Enhance existing mentorship program for traditionally underrepresented groups</b></p>	<p>The Equity and Inclusion Council will further develop the existing mentorship program to assist with retention and development of new hires and current employees from underrepresented groups, with a goal of 75% of managers assisting their employees in connecting to mentors.</p> <p><b>Due Date: June 30, 2021</b></p>

## Appendix A - State Policy Documentation

The following documents (A-F) are available at this link:

[http://www.oregon.gov/gov/policy/Documents/State\\_Affirmative\\_Action.pdf](http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf)

- A. ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)
- B. Discrimination and Harassment Free Workplace (Statewide Policy No. 50.010.01)
- C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)
- D. Veterans Preference in Employment (105-040-0015)
- E. Equal Opportunity and Affirmative Action Rule (105-040-0001)
- F. Executive Order 17-11

## Appendix B – Federal Documentation

The following documents (A-K) are available at this link:

[http://www.oregon.gov/gov/policy/Documents/Federal\\_Affirmative\\_Action\\_TitleVII.pdf](http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf)

- A. Age Discrimination in Employment Act of 1967 (ADEA)
- B. Disability Discrimination Title I of the Americans with Disability Act of 1990
- C. Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- D. Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- E. National Origin Discrimination Title VII of the Civil Rights Act of 1964
- F. Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- G. Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- H. Religious Discrimination Title VII of the Civil Rights Act of 1964
- I. Retaliation Title VII of the Civil Agency Affirmative Action Policy
- J. Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- K. Sexual Harassment Title VII of the Civil Rights Act of 1964

## Appendix C – Agency Documentation

### Oregon Employment Department Equity and Inclusion Council Charter

#### Overview

##### Purpose

- The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.
- The purpose of the Equity and Inclusion Council (“the Council”) is to promote and support equity and inclusion by providing a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. The Council envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute.

##### Scope and Charter

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

##### Goals

- To lead, develop, and support the Employment Department’s strategies that promote equity and inclusion.
- To continually educate ourselves and all employees on topics related to equity and inclusion.
- To broadly communicate the strategies, goals, and activities of the Council.

#### Operating Principles

##### Meetings

- The Council will generally meet once per month, with each meeting lasting no longer than two hours. Meetings can be called more frequently in the interest of meeting project deadlines or for other urgent business.
- Council minutes will be posted on the Council’s intranet page.
- Meeting locations and any special accommodations necessary to facilitate productive meetings will be determined upon formation of the Council and reviewed upon request by any employee.

### Agendas

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

### Action Plan

- An annual action plan (and corresponding budget) will be reviewed and approved by the Executive Team in the beginning of each fiscal year. This action plan will assist the Department in the delivery of its mission, goals, and values and will consist of activities, recommendations, and tasks approved by the Council for Executive Team review and approval. The action plan will draw its content from issues raised by the Council, executive management, employees, or identified through affirmative action policies or other policies.

### Sub-Committees

- As issues are brought before the Council, sub-committees may be formed to assist with the additional workload.
- Subcommittees may consist primarily of Council members; however, participation may be solicited from experts inside and outside of the Employment Department as warranted. Any participation outside the agency is on a volunteer basis or paid for by the home agency.

### Decision-Making

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

### Information Location

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

### Membership

- Membership will consist of up to twelve rotating members and five standing members:
  - Employment Department Director (Executive Sponsor)
  - Equity and Inclusion Officer (Chair)
  - Universal Access Coordinator
  - Human Resources Director or Designee
  - Administrative Support
- Membership of the Committee will represent a variety of business areas, roles and responsibilities, and geographic locations across the organization.
- Membership of the Committee will reflect the demographic and other diversity of Employment Department employees.
- Rotating members will serve a 24-month term on the Council.
  - The Chair and Executive Sponsor may ask members to serve an additional 3-6 months to assist with continuity and knowledge transfer on an as-needed basis.

- Members who have already served a term may apply for additional terms. Such requests will be considered in the light of the members' expertise and commitment, and with consideration to the benefit of providing the opportunity to serve on this Council to other employees.
- Employees who are interested in participating will seek and obtain their manager's approval, complete an application, and submit the application for review and approval by the current Council. The Council will review and recommend applicants to the Executive Team for final approval.

### **Functional Roles**

#### Executive Sponsor

- Is a member of the Executive Team
- Provides guidance to the Council
- Coordinates communications with the Executive Team
- Is a nonvoting member

#### Administrative Support

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

#### Chair

- Creates the agenda for the Council
- Sends out reminders of projects to be completed
- Reviews and maintains the Equity and Inclusion Council webpage
- Facilitates meetings
- Tracks action items from meetings and follow up with any unanswered questions
- Supports and encourages activity among Council members
- Presents ideas to the Executive Team

#### Vice Chair

- Takes on duties delegated from Chair
- Facilitates meetings in absence of Chair
- Tracks membership dates of Council members
- Presents ideas to the Executive Team with Council Chair
- The Vice Chair application process will occur every 12 months
- The Vice Chair will apply to and be selected by the Executive Sponsor and Chair

#### Rotating Member

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

## Equity and Inclusion Council Membership Participation Agreement

The Oregon Employment Department values equity and inclusion in the workplace. In an effort to support focused initiatives that work to infuse these values into the agency culture, a council was formed. Membership on the council is voluntary and governed by the charter. Membership does come with responsibilities.

The following outlines the participation expectations of each member of the council:

1. Maintain regular, predictable attendance at the regular monthly meeting.
2. Engage and participate, actively, in discussions and decisions at the regular monthly meeting and via email and GovSpace on a regular and ongoing basis.
3. Work collaboratively with committee members.
4. Devote up to eight working hours per month to attend meeting and work on special projects and initiatives.
5. Model the Employment Department's Guiding Principles.
6. Serve as a champion and advocate for equity and inclusion in the agency.

Please note, pursuant to the charter, membership may not last longer than a 24-month term. However, if the terms of participation are not met for any reason, membership may be discontinued at any time.

I have read and understand the expectations of membership.

---

**Member Signature**

---

**Date**

---

**Member Signature**

---

**Date**

## Equity and Inclusion Questions Used During Recruitments

### Multiple choice question for job postings (required)

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

#### Guidance

*By answering Yes, applicants both affirm their willingness to carry out the agency's vision statement and see the agency's commitment to this vision.*

### Essay or interview questions (one required for each screening stage after the job posting)

1. What are your definitions for diversity and inclusion? Why would diversity and inclusion be important to this position and the Employment Department?

#### Guidance

- *Specific awareness of diversity, especially in terms of Oregon's protected classes (race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking)*
- *Positive attitude regarding diversity, recognizes the value of individual and cultural differences and how they contribute to a successful workplace, recognizes that services should be provided in a culturally competent way (such as through disability accommodations, language assistance, etc.), recognizes that services should be provided by a diverse staff that represents the population being served in Oregon, recognizes that inclusion leads to better decision-making, better teams, etc.*
- *Specific examples of how a customer or coworker might experience discrimination such as harassment or denial of service if diversity and inclusion are not valued or specific example of how someone they know experienced discrimination or lack of inclusion due to their protected trait and how that affected productivity and/or workplace environment*
- *Awareness that discrimination and harassment based on protected classes are illegal*

2. If you were selected for this position, what specific things would you do within the first 6-12 months to value diversity and promote inclusion at the Oregon Employment Department?

*\*Note: while every employee has a role in valuing diversity and promoting inclusion, this question is particularly relevant for managers, who have additional responsibilities under [Executive Order 17-11](#).*

#### Guidance

- *Specific action plan or openness to taking specific steps to value diversity and promote inclusion, with an emphasis on protected classes (race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking)*
  - *Action plan could include researching and attending diversity and inclusion trainings, doing own research, standing up for employees or customers who are discriminated against or harassed, using personal experiences of being discriminated against to advocate for policy changes or programs, learning about and appreciating the unique contributions and experiences of coworkers, etc.*

3. How have you promoted inclusion of diverse communities, either in the workplace or in other areas such as school or volunteer experience?

#### Guidance

- *Specific examples of promoting inclusion, with an emphasis on protected classes (race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking)*
  - *Could be in the workplace, volunteer work, school, family, place of worship, etc.*
  - *Could be based on helping others or standing up for themselves*
  - *Could be based around how they valued or welcomed diverse perspectives and experiences*

4. This question relates to equity and inclusion. At the Oregon Employment Department, we foster a workplace environment where everyone is treated with respect and dignity, and sometimes that means taking accountability when we make a mistake. Please tell us about a time you took responsibility or accountability for an action that may have offended someone else and how you did that. This could be around issues of race, gender, age, disability, or other protected classes in Oregon.

#### Guidance

- *Self-awareness of how their everyday conduct can be viewed differently by different people, with an emphasis on protected classes (race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking)*
  - *For example, could share how they learned that the impact of their behavior matters more than the intent of their behavior*
- *Ability and/or willingness to engage in difficult conversations in order to move forward*
- *Willingness to listen and learn from others, do own research, attend trainings, etc. in order to learn about different communities*
- *Ability to change behavior in order to treat others with respect*
- *Awareness that not everyone is the same, and that respectful treatment can look and sound differently for different people*
  - *Awareness of Platinum Rule: "Treat others the way they want to be treated"*
- *Awareness that different people have different needs in terms of apologies*
- *Ability and willingness to ask someone how they can apologize to them, or what they can do to make up for causing the offense*

5. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows all employees to excel. Please tell us about a time you interacted with someone who had a different background from you in terms of a protected class. What did you do to communicate successfully with that person? What was the outcome? What did you learn from the experience?

#### Guidance

- *Openness to working with people who have different perspectives, with an emphasis on protected classes (race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking)*
  - *Ability to learn from the experience*
  - *Valuing the differences each person brings to the table*
- *Willingness to listen to others*
- *Does it seem based on the answers that they might be able to work through issues with someone different in the future?*
- *Also may disclose being discriminated against and/or offended by someone and how they responded*
  - *Responses could include trying to educate or otherwise engage with the other person, reporting the conduct, using it as motivation to suggest policy changes, etc.*

## Gendered Wording in Job Announcements

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

Our commitment to these values should be reflected in every aspect of our hiring process, starting with the position description and job announcement. Research suggests that using gendered words (stereotypically masculine vs stereotypically feminine words) in job announcements may affect applicants' perceptions of who is welcome in which jobs. For example, words often perceived as feminine are related to support, collaboration, and compassion. Words often perceived as masculine are related to leadership, independence, and strength. Although these assumptions are based on stereotypes and do not apply to every person, it is important to be aware of the impact that using gendered words can have on potential job applicants. In particular, a 2011 study found that the presence of more masculine words than feminine words in job announcements resulted in female applicants being deterred from applying because the words signaled that women did not belong or would not be welcome in that particular job. The presence of more feminine words did not deter male applicants or affect their feelings of belonging in the job.

In order for candidates of all genders to feel that their applications belong at the Oregon Employment Department, it is recommended that managers carefully review all position descriptions and job announcements and minimize use of gendered words. If gendered words must be used, managers should ensure that an even number of stereotypically masculine words and feminine words are used, and that they are used evenly in terms of location. For example, if there is a masculine word near the top of the position description, there should also be a feminine word near the top of the position description.

Please use the following chart to check the wording in your position description and job announcement and reword as appropriate. Thank you for using this resource to advance the agency's commitment to fairness, equity, and inclusion.

Masculine Words	Feminine Words
Active	Cheer*
Adventurous	Commit
Aggress*	Communal
Ambitio*	Compassion*
Analy*	Connect*
Assert*	Considerate
Autonom*	Cooperat*
Challeng*	Depend
Confident	Emotiona*
Decide	Empath*
Decisi*	Honest
Determin*	Interdependen*
Domina*	Interpersonal
Hierarch*	Kind
Independen*	Loyal*
Individual*	Nurtur*
Intellect*	Pleasant*
Lead*	Polite
Logic	Quiet*
Objective	Respon*
Opinion	Sensitiv*
Outspoken	Support*
Persist	Sympath*
Principle*	Together*
Superior	Trust*
Self-confiden*	Understand*
Self-relian*	Warm*
Strong	

*Note. The asterisk denotes the acceptance of all letters, hyphens, or numbers following its appearance.*

## Sample of Director's All-Staff Communications

Thu 11/16/2017 4:06 PM

ERICKSON Kay \* OED

Employment Discrimination Resources and Announcing "Diversity Works" Training

10



Dear Employment Department Employees,

As I reflect back on Veteran's Day, I'd like to recognize that some Employment Department customers may be veterans who have experienced employment discrimination or employers who may not be aware of federal and state laws protecting our veterans from discrimination. To help further our understanding, I'd like to share some thoughts from Victoria Lipnic, Acting Chair of the Equal Employment Opportunity Commission (EEOC):

*"Men and women of all races, national origins, ages, religions, and conditions comprise those to whom we owe our utmost gratitude for defending our rights. As we thank our nation's veterans for their service this Veteran's Day, we should remember that the EEOC is here to help those who experience discrimination, with experienced contacts specially attuned to the unique concerns of veterans. Some veterans suffer traumatic brain injuries, post-traumatic stress disorder (PTSD), and other maladies which too often make them susceptible to prejudice and mistreatment in the workplace. At the same time, too many veterans are faced with PTSD stereotyping and assumptions that every vet has some form of PTSD – another potential avenue to discrimination. And, of course, too many veterans, as with too many people in other segments of the population, lack knowledge of how the ADA and other laws can protect their rights.*

*In furtherance of this need, the Commission has issued publications which guide both employers and veterans on how to observe and make use of the ADA and the ADA Amendments Act of 2008, which has made it easier for veterans with a wide range of impairments to obtain the services they need. The EEOC proudly enforces and protects the rights of disabled veterans and allows them to return to the workplace with the reasonable accommodations they may need to rise above the condition(s) they experience – and to thrive."*

As you interact with customers, please share the resources above with any who have questions about these critical rights and responsibilities. Many of our frontline staff already refer job seekers who feel they have been discriminated against in the workplace to the Bureau of Labor and Industries ([crdemail@boli.state.or.us](mailto:crdemail@boli.state.or.us) or 971-673-0764), and I commend them for helping our customers ensure their rights are respected. In addition, you are encouraged to refer any Veteran, Service member, or National Guard or Reservist who feels that they have been discriminated against in the workplace to Shannon Langley, our State Veterans Program Coordinator ([Shannon.L.Langley@oregon.gov](mailto:Shannon.L.Langley@oregon.gov) or 971-227-2302). Shannon or any of the Local Veterans' Employment Representatives (LVERs) can also assist federal contractors and subcontractors who have questions about their posting and recruiting requirements regarding Vietnam Era Veterans and disabled veterans. Finally, I also encourage you to refer any customers who have questions or concerns around the accessibility of our services to Eric Villegas, our Universal Access Coordinator ([Eric.L.Villegas@oregon.gov](mailto:Eric.L.Villegas@oregon.gov) or 503-947-1794).

As you know, at the Employment Department we value the diversity of our employees and work to ensure a respectful and welcoming workplace. If you have any questions about your employment rights or reasonable accommodation or ADA needs, please contact your supervisor or Human Resources Business Partner. If you have requests or ideas around our agency's internal equity and inclusion work, please reach out to Teresa Rainey, our Equity and Inclusion Officer ([Teresa.L.Rainey@oregon.gov](mailto:Teresa.L.Rainey@oregon.gov) or 503-947-1661).

Last but not least, I'd like to share with you an upcoming training that reflects the Employment Department's commitment to equity and inclusion. This training, titled *Diversity Works*, is a fantastic, half day program that allows each person to explore diversity topics at their own pace and in their preferred learning style. I'd like to extend a special thanks to our Unemployment Insurance and Workforce Operations divisions for requesting this training opportunity and applying for a grant to help us cover the costs! Our wonderful training team will be delivering *Diversity Works* across the state over the next six months, and in accordance with our [Affirmative Action Plan](#), I highly encourage all employees to take advantage of this opportunity. The team will send registration and schedule information within the next week, so please watch for their email.

Thank you as well to our trainers for bringing us this development opportunity, and I wish everyone a wonderful rest of the week and weekend!

Kay

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### Starting the Conversation on Sexual Harassment (January 2018)

As many of us have noticed, sexual harassment in the workplace has become part of the national conversation. Unfortunately, sexual harassment can happen in every type of workplace, and if it's not addressed it decreases employee morale and productivity and increases employee turnover. Essentially, we can lose our employees when they don't feel safe and supported in the workplace. The good news is that having open conversations about sexual harassment is a good first step in creating a safer, more respectful workplace. We'll start the conversation by answering some of the frequently asked questions we've received on this topic:

Q: What is sexual harassment?

A: Sexual harassment is generally defined as unwelcome sexual advances, requests for sexual favors, or conduct of a sexual nature (verbal, physical, or visual), that is directed towards someone because of gender. It can include unwelcome, unwanted, or offensive touching or physical contact of a sexual nature, such as closeness, impeding or blocking movement, assaulting or pinching; gestures; innuendoes; teasing, jokes, and other sexual talk; intimate inquiries; slurs; or derogatory comments.

Sexual harassment does not have to be sexual in nature, and can also include offensive remarks about a person's sex. For example, it can include making offensive comments about women or men in general.

Q: So . . . can I get in trouble just for telling someone how nice they look today?

A: It depends on the situation, but generally speaking if someone tells you that your remarks about their appearance are making them uncomfortable, then you should respect their wishes and stop making remarks about their appearance. Although the law doesn't prohibit offhand comments or isolated incidents that are not very serious, sexual harassment can take many forms, including repeated sexual flirtations, advances or propositions, sexually suggestive remarks, graphic or degrading comments about an individual or their appearance, or the display of sexually suggestive objects or pictures. Whether or not a specific scenario is a violation of the law and/or our statewide policy requires a case-by-case analysis.

If someone makes a remark that makes you feel uncomfortable and you think it was unintentional rather than harassment, if you can, tell the person your boundaries (Ex. "Hey, I prefer not to hear comments about how I look.") and/or that they said something that made you feel uncomfortable (Ex. "I feel uncomfortable when people make remarks on how I look, so please don't do it again."). If you don't feel comfortable telling them directly, please reach out to a manager or Human Resources to help facilitate that conversation.

Q: What about hugging, backslapping, kissing on the cheek, touching someone's shoulder to get their attention, etc.?

A: First, it's important to remember that our different cultural backgrounds, personal boundaries, and other factors can influence how we engage in physical contact, and what's offensive to one person can be seen as courteous to another. This means we can also accidentally overstep when we interact with someone who has a different cultural background and/or personal boundaries than we do. Again, analysis of whether a legal violation has happened is case-by-case, but to avoid getting to that stage, it's better to ask first (Ex. "I'm sorry to hear about your bad day, would you like a hug or are you not a hugger?").

If someone has overstepped your personal boundaries and you think it was unintentional rather than harassment, if you can, tell the person your boundaries (Ex. “Hey, I’m not a hugger just so you know”) and/or that they did something that made you uncomfortable (Ex. “It makes me uncomfortable to be touched on the back, so please don’t do it again.”) If you don’t feel comfortable telling them directly, please reach out to a manager or Human Resources to help facilitate that conversation.

Q: The stories I’ve been reading lately all seem to be about men harassing women. Is this the only way sexual harassment happens?

A: A person of any sex, sexual orientation, or gender identity can commit sexual harassment, and a victim of sexual harassment can be of any sex, sexual orientation, or gender identity. Additionally, same-gender harassment is also sexual harassment. Men report less than a fifth of sexual harassment claims, but as sexual harassment is underreported across the board, it’s hard to know the full scope of who is affected.

Q: Since we’re talking about workplace harassment, can this only happen between coworkers?

A: No, the harasser can be the victim's supervisor, a supervisor in another area, a co-worker, someone the victim supervises, or someone who is not one of our employees, such as a vendor or customer. Furthermore, the victim does not have to be the person being directly harassed, but can also be someone who is affected by the offensive conduct, such as a coworker seated nearby in an open office environment.

Q: What if I think one of my coworkers is being harassed – should I just leave it up to them to report it?

A: It’s a good idea to talk to your coworker, let them know your concerns, and offer your support if they decide to report the harassment. If they’re not comfortable reporting on their own, it’s important to know that according to the statewide policy, anyone who is aware of what they believe to be sexual harassment should report that behavior to the employee’s immediate supervisor, another manager, Human Resources, or the Director. Reporting sexual harassment that you become aware of is a critical contribution to creating a safe environment for all employees.

Managers/supervisors are held to a higher standard and are expected to exercise reasonable care to prevent and promptly correct any sexual harassment they know about or should know about. Managers are required to report any incidents of sexual harassment to Human Resources so that your Human Resources Business Partner can become engaged to assist you as needed.

Q: What should I do if I believe I’m being sexually harassed in the workplace?

A: Please reach out to someone as soon as possible! At the Employment Department, our goal is to provide you with a safe and respectful workplace. You can discuss the situation with and report harassment to your Human Resources Business Partner, your manager, another manager, the Equity and Inclusion Officer (Teresa.L.Rainey@oregon.gov), or the Director. Some people find that it helps to write down what happened before talking to someone, and you’re welcome to use our complaint form to help with that. If you prefer, you’re also welcome to simply call or email any of these resources to start the conversation. You can also file a formal sexual harassment complaint with the federal Equal Employment Opportunity Commission (EEOC) or State of Oregon Bureau of Labor and Industries (BOLI).

Q: What happens after I make a report?

A: Here are the steps the Employment Department takes to respond to a report of sexual harassment, as outlined in the statewide Discrimination and Harassment Free Workplace Policy:

(A) All complaints will be taken seriously and an investigation will be initiated as quickly as possible.

(B) The agency may need to take steps to ensure employees are protected from further potential discrimination or harassment.

(C) Complaints will be dealt with in a discreet and confidential manner, to the extent possible.

(D) All parties are expected to cooperate with the investigation and keep information regarding the investigation confidential.

(E) The agency will notify the accused and all witnesses that retaliating against a person for making a report of discrimination, workplace harassment or sexual harassment will not be tolerated.

(F) The agency will notify the complainant [the person who reported the harassment] and the accused when the investigation is concluded.

(G) Immediate and appropriate action will be taken if a complaint is substantiated.

(H) The agency will inform the complainant if any part of a complaint is substantiated and that action has been taken. The complainant will not be given the specifics of the action.

(I) The complainant and the accused will be notified by the agency if a complaint is not substantiated.

Q: What are the penalties if harassment is substantiated?

A: Penalties can include disciplinary action up to and including dismissal.

Q: Are there any other resources that can help me?

A: Yes, you can also contact the state's Employee Assistance Program (EAP). Harassment can cause emotional distress, and the EAP counselors are trained to listen to you and help you decide on the course of action that's best for you. Their helpline is 1-800-433-2320. All calls are confidential, and no information is shared with your employer.

Q: Is there anything else I should know?

A: Make sure to review our statewide policy, and you can also learn more from the Equal Employment Opportunity Commission and the State of Oregon Bureau of Labor and Industries.

Remember, it's on all of us to create and maintain a safe and respectful workplace, and employees at any level are encouraged to come forward and make a difference!

## Inclusive Meetings (May 2018)

A colleague at our agency recently took the time to thank me for facilitating a meeting, specifically for making sure that every voice at the table was included. A few hours later, another colleague asked me for tips on how to help their colleague not get interrupted and talked over during meetings. This made me think about what our agency's commitment to inclusion can mean in these situations. Although there are many definitions for inclusion, I'd like to share one from the 2017-2019 Oregon State Government Affirmative Action Plan: "Inclusion is leveraging diversity which builds and sustains a culture in which people are engaged and motivated. Ultimately, inclusion is the environment that people create to allow these differences to thrive." In thinking about the environment we're creating at the Employment Department, I wanted to share some FAQs below on what inclusion can look and sound like in the context of meetings.

Q: How can I help if someone on my team keeps getting interrupted or talked over? Should I just leave them to deal with it on their own?

A: Being interrupted can happen to anyone, but research has shown it's very common for both men and women to interrupt women who are speaking, and the interruption rate may climb even higher when a woman of color is speaking (check out studies [here](#), [here](#), [here](#), and [here](#), and [this article](#) as well).

It's helpful to keep in mind that interruptions may reflect the level of familiarity or friendship between the people involved or different communication styles and cultural backgrounds. For example, one person's pause to gather their thoughts can be perceived by another person as an invitation for the next person to speak. Interruptions can also happen due to unconscious bias and may not be intended as deliberate disrespect or dismissal. At the Employment Department, we want to uphold our commitment to inclusion by making sure – respectfully – that every voice is clearly heard, and it's on all of us to make that happen. Here are some tips:

- One very effective method to help out a colleague is through bystander intervention. If someone interrupts a colleague, you as an active bystander can say politely but firmly, "Hold on, I'd like to hear what Brianna was saying."
  - This redirects attention back to the person who was interrupted without being hostile towards the interrupter. After all, we've all been interrupters at some point (yes, I'm definitely guilty too!), and we usually just need a gentle reminder to wait our turn. This also shows you value the first speaker's contributions to the group.
- If you find it hard to speak up in the moment, you can also wait until a break in the interrupter's speech and then say, "Brianna, did you have more to say earlier? I want to make sure you're done before we move on."
  - Again, this redirects attention back to the first speaker without being hostile towards the interrupter.

Q: I've also noticed that when I ask for feedback or ideas in meetings, not every person speaks up. How do I make sure everyone who wants to be heard is actually heard?

A: Great question! There can be many reasons why some people don't speak up in meetings. For example, in some cultures people are raised not to offer their opinions without being specifically asked, or they're raised not to interrupt others and find it difficult to jump into the conversation. Some people may also prefer to take more time to think over ideas and weigh options before offering feedback. Others may be worried about how jumping into conversations will be perceived, and others may get talked over so much that they've given up. There are a few strategies to address this, depending on the situation:

- Before the meeting, send as much information as possible for those who prefer more time to consider their recommendations.
- Invite verbal or written feedback in advance and be prepared to share that feedback on their behalf at the meeting.
- During the meeting, provide time for dialogue and feedback from anyone who chooses to speak, then go around the room and specifically ask each person to provide their feedback.
- If possible, assign a facilitator who will have primary responsibility for making sure everyone is heard.
  - Make sure this responsibility is rotated and that the facilitator (if they are part of the team) gets their own opportunity to speak.
  - It can be hard not to sound rushed when asking each person for feedback, but try to keep an even pace so each request feels genuine.
  - This is different than asking, “Does anyone have anything else to add?” which still requires people to try to jump in and offer feedback. Going around the room and asking each person for feedback gives them specific permission to share their recommendations with the group.
  - If the group is large or time is limited, you may need to announce a time limit so each person will have time to speak.
  - Watch and listen for cues from people who may be trying to enter a conversation, such as taking a breath, starting to talk and then stopping, looking around for the facilitator, or raising their hand. If it seems appropriate, be an active bystander and say in a louder tone than you would usually use, “I think Michael wants to add something” or “Michael, did you want to add something?” This can be a powerful way to include every voice!
- After the meeting, send out another request for written or verbal feedback. Include a deadline that makes sense for your project or program.

Q: After thinking about this, I’m pretty sure that I interrupt my colleagues all the time, but I don’t want to be that person. What do I do now??

A: You’re definitely not alone in this, so take a deep breath, allow yourself to be imperfect like all of us, and commit to taking some steps to improve:

- Try to take a tiny pause before you start to say something in a meeting and ask yourself if someone else is already talking (this may sound funny now, but you’ll be surprised how well it works in the moment).
- If someone else is already talking, take another moment to ask yourself why you need to interrupt:
  - Is there a correction that absolutely must be made in the moment?
    - If so, make the correction as respectfully as possible and then yield the floor back to the original speaker
  - Has the other person been talking nonstop and not giving others time to talk?
    - If so, be transparent about what you’re doing and then direct attention to the next person. For example, you could say, “I’m sorry to cut you off, but I want to make sure everyone has a chance to be heard. Michelle, do you have any feedback on this?”
  - Is the fire alarm going off but no one is evacuating?
    - It’s definitely time to interrupt!!
- Sometimes interruption is a necessary tool, but try your best to be thoughtful and

intentional about when to use it. If you realize it's not warranted, write or text yourself a note so you don't lose that great idea you just had, and then go back to listening.

- If you suddenly realize that you've interrupted someone, a good next step is to stop what you were saying, apologize, and then redirect back to the person you interrupted. For example, "I'm sorry, I just realized I interrupted you, Cynthia. Can we go back to what you were saying?"

Q: I really like the idea of helping others by being an active bystander, but what do I do for myself when I get interrupted?

A: This can be tough to do on your own, and hopefully an active bystander will help you out before you have to tackle this. Just in case you do, here are some tips:

- If you can, take a tiny pause and think about the situation for a moment:
  - Have you perhaps gone over a reasonable amount of time given your role today? Or, have you been waiting patiently for your turn to speak and now someone cut you off just as you started talking?
  - Did you say something incorrect and they're just trying to help out? Or did they correct you and five minutes later they're still talking?
  - Is the fire alarm going off and they're telling you to evacuate?? Or there's no alarm, and they've been consistently interrupting everyone in the room?
- If you believe the interruption wasn't reasonable and you want to get your time back, here are some options:
  - Make eye contact with the interrupter and say politely but firmly, "I'd like to finish what I was saying."
  - If they don't hear you the first time, try slightly raising your voice and/or adding their name: "Teresa, I'd like to finish what I was saying, and then we'll go back to you." Another option is to say, "Thank you for that correction, Teresa, but we're short on time so I need to get back to my presentation."

I hope these tips help! Practice a few and let the Equity and Inclusion Council know how it goes, and thank you for doing your part in putting our agency's vision of inclusion into action.

### **How to Be an Active Bystander (July 2018)**

On July 12, the Employment Department's Equity and Inclusion Council sponsored a Lunch and Learn in honor of LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer/Questioning) Pride Month. Guest speakers discussed different terms related to gender identity and the trans\*/transgender community, and we learned how to provide more inclusive environments for our colleagues and customers (if you missed the event, the recording will be posted on our EDweb page soon).

An important next step is thinking about how we can respond in the moment if we see someone being harassed or put down because of their actual or perceived gender identity or sexual orientation. To start us off, we'd like to share this moving email we received from an Employment Department employee (reprinted with permission):

Have you ever stood by and watched as someone you knew was ridiculed or harassed because they were different from you? I will be the first to admit that I have stood by and watched people, friends even, as they were ridiculed and harassed just because of their sexual orientation and I did nothing. It has taken me many years, but now I have made the choice that I will never stand by and watch someone be harassed or hurt because they are different than someone else. If someone doesn't like me because I will not tolerate that kind of harassment toward good people anymore then that is a problem that they will have to figure out because I will not be a part of

that type of negative abuse anymore.

Before I started my career with the Employment Department I spent many years in a society that thought it was not just socially acceptable but in many ways encouraged to make fun of, harass, or sometimes physically abuse someone just because that person thought differently than the 'majority' of the population in that society. I eventually retired from this career. Out of all my accomplishments and all my success I wish I could take back the many times I sat idly by and watched my friends and my co-workers get harassed and humiliated just for having a different point of view or thinking a little differently than the 'majority'.

As I look around the Employment Department, I get a sense of inclusion, a sense that everyone here belongs. I get the feeling and I have the belief that this Agency encourages individualism and embraces differences in opinions. How can we represent and serve the public that has many different points of view if we do not allow different points of views in our own Agency, right? This got me thinking. How do members of the LGBTQ community feel? It is easy for me to sit here and believe that our Agency doesn't have these same problems, so I asked one of my good friends who is part of the LGBTQ community if he ever felt like he was harassed or ridiculed because of his sexual orientation. His answer surprised me a lot. He simply said 'Yes, I have.' He went on to explain a few of the times that he felt he was being singled out or harassed because of his sexual orientation. This type of behavior is unacceptable in any field of employment but most certainly in State service where we are supposed to be servants of the public. How can we be impartial when making decisions if we cannot even treat our own employees with enough respect that they do not have to live in fear just because of their sexual orientation?

I am a firm believer that we, as Americans, and as Oregonians have come a long way with Civil Rights. I also believe there is a lot that can still be done, even within our own Agency. There are always two sides to every story. I do not know the other side of the story from my friend, but I can say that without a doubt he is one of the nicest, most sincere, and most respectable persons I have ever met. If he, or anyone else feels harassed or ridiculed or even scared just because of their sexual orientation or because they look differently than someone, then we still have some work to do, even in our own house. I made a vow that I will never again stand by and watch as someone gets harassed just because of their sexual orientation, and I plan to uphold that promise forever.

We applaud this employee for sharing his story and committing to being an active bystander if he witnesses harassment. For those who would like some tips if you see someone being harassed, here are some options:

- If the conduct is clearly unwelcome, unwanted, or offensive, you can say to the harasser, "Hey, that's not okay. We all deserve to be treated with respect." Speaking up in the moment is one of the most profound ways you can create a safer workplace.
- If you're not sure about the conduct or think you may have misunderstood, you can say, "I don't understand - what do you mean by that?"
- If you aren't able to intervene in the moment, immediately follow up with the person who may have been harassed, let them know your concerns, and offer your support if they decide to report the harassment.
- Remember that according to the statewide policy, anyone who is aware of what they believe to be workplace harassment should report that behavior to the employee's immediate supervisor, another manager, Human Resources, the Director, or the DAS Chief Human Resources Office. Reporting workplace harassment that you become aware of is a critical contribution to creating a safe environment for all employees.
- Managers/supervisors are held to a higher standard and are expected to exercise

appropriate measures to prevent and promptly correct any workplace harassment they know about or should know about. Managers are required to report any incidents of workplace harassment to Human Resources so that your Human Resources Business Partner can become engaged to assist you as needed.

- If you'd like information on helping someone who's being harassed in a public space, this illustrated guide is a good place to start.
- At the Employment Department we are committed to making a workplace where all of us can thrive, succeed, and look forward to coming to work each day. This includes a commitment to creating and maintaining a safe and respectful workplace, and we invite you to be an active bystander as part of that commitment!

## Appendix D – Additional Federal Documentation

[US Executive Order 11246 \(Office of Federal Contract Compliance Programs Regulations\)](#)



The Oregon Employment Department is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Language assistance is available to persons with limited English proficiency at no cost.

El Departamento de Empleo de Oregon es un programa que respeta la igualdad de oportunidades. Disponemos de servicios o ayudas auxiliares, formatos alternos y asistencia de idiomas para personas con discapacidades o conocimiento limitado del inglés, a pedido y sin costo.



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