June 14, 2019

Steve Lee, Affirmative Action Manager
Diversity, Equity and Inclusion
Office of the Governor
900 Court Street NE, Suite 254
Salem, OR 97301

Dear Mr. Lee,

The Oregon Department of Energy is pleased to submit our 2019-2021 Affirmative Action Plan.

ODOE’s mission is leading Oregon to a safe, clean, and sustainable energy future. As part of this mission, we are committed to ensuring that all communities can participate in and benefit from a sustainable energy future. I strongly believe that our chances of success in these efforts are bolstered by tapping into the talents of a broadly diverse workforce and stakeholder community. This involves building an inclusive and diverse agency, reflective of the Oregonians we serve.

Our Affirmative Action Plan reflects this agency commitment to promote equal opportunities to all people regardless of race, color, ancestry, gender, marital status, national origin, age, political or religious affiliation, sexual orientation, mental or physical disability, veteran status, and any other protected class for which discrimination is prohibited by state or federal law. The strategic planning effort that ODOE plans to undertake during the 2019-2021 biennium will help the agency further these efforts by incorporating an equity lens for the agency to provide value to all Oregonians.

ODOE’s diversity efforts are already improving our recruitments, leadership and staff training, community engagement opportunities, and more. We look forward to continuing this important work as we lead Oregon to a safe, clean, and sustainable energy future through the upcoming biennium.

Sincerely,

[Signature]

Janine Benner, Director
Oregon Department of Energy
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I. DESCRIPTION OF AGENCY

Mission and Objectives

The Oregon Legislature created the Oregon Department of Energy in 1975 to serve Oregonians statewide (ORS 469 and ORS 470).

At the Oregon Department of Energy, we’re dedicated to leading Oregon to a safe, clean, and sustainable energy future – one where our state stays on the leading edge of energy efficiency and renewable energy.

This means reliable, accessible energy for every Oregonian. It means safe, secure energy systems with diverse resources that can withstand change, including emergencies. And it means a commitment to new energy generation that meets our state’s needs – both now and well into the future.

ODOE is focused on helping Oregon remain an energy leader and reach our state’s energy and climate goals.

We’re also fully committed to ensuring our work supports the state of Oregon’s relevant long-term areas of focus. These, in turn, drive our agency’s core value of providing service to every Oregonian in the state:

- Excellence in state government
- Responsible environmental stewardship
- Safer, healthier communities
- A thriving Oregon economy
Key Contacts

Agency Director

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II. AFFIRMATIVE ACTION PLAN

Agency Affirmative Action Policy Statement

The Oregon Department of Energy is committed to establishing and maintaining a diverse workforce that reflects the diversity of Oregon. The agency is also committed to an Affirmative Action Plan that offers equal opportunities to all people regardless of race, color, ancestry, gender, marital status, national origin, age, political or religious affiliation, sexual orientation, mental or physical disability, veteran status, and any other protected class for which discrimination is prohibited by state or federal law (which captures whistleblower protections, injured workers, and workers on FMLA/OFLA).

ODOE’s priority is to create and maintain a respectful environment for all applicants and employees that is free from harassment and intimidation, is culturally sensitive, and is inclusive and welcoming of diverse groups of people and individuals.

Agency Diversity and Inclusion Statement

The Oregon Department of Energy is committed to creating and sustaining an organizational culture that respects and values diversity. This creates a climate of inclusion where mutual respect and understanding enables collaboration and problem solving for staff at all levels, and where individuals are valued for their unique contributions.

ODOE can best lead Oregon to a safe, clean, and sustainable energy future by recruiting and retaining diverse and talented employees in an environment of respect that is supportive of their workplace success. The agency thereby enriches and strengthens our workplace by promoting an inclusive environment of respect.

ODOE will promote and implement diversity and inclusion practices in all areas of the work environment to create and maintain a respectful work environment characterized by respect for and appreciation of the collective differences and similarities of individuals.
Policy

Agency Documents

The agency posts state and federal legal postings as well as statewide policies on a bulletin board within the agency. Topics addressed on the bulletin board include: Oregon Family Leave Act; Oregon Minimum Wage Rates; Equal Employment Opportunity; Your Rights under USERRA; Oregon OSHA; Oregon Equal Pay Law; Employee Polygraph Protection Act; Employee Rights under the Family and Medical Leave Act; Employee Rights Under the Fair Labor Standards Act; Domestic Violence, Harassment, Sexual Assault or Stalking Protections. Also posted are the following DAS State-Wide Policies: Temporary Interruption of Employment (60.015.01); Discrimination and Harassment Free Workplace (50.010.01); Drug-Free Workplace (50-000-01); Statutorily Required Leaves With and Without Pay (60.000.12); Weapons in the Workplace (50-010-05). In addition, to the physical posting of these documents, new employees, volunteers, contractors, and interns are made aware of these laws during their on-boarding.

ODOE ensures that all employees, contract employees, volunteers, and interns are introduced to our agency Affirmative Action Plan, which includes the agency’s affirmative action statement and diversity and inclusion statement, during their on-boarding. They have continued access to the Affirmative Action Plan through a designated link on the agency-wide intranet, as well as having the document posted on the agency’s external website.

Complaint Options

ODOE has adopted DAS Statewide Policy 50.010.01, Discrimination and Harassment Free Workplace and DAS Statewide Policy 50.010.03, Maintaining a Professional Workplace. Both policies are reviewed with employees, volunteers, contract employees, and interns during on-boarding. The agency also takes that opportunity to review the complaint procedures outlined in policy.

If an employee is subject to, witnesses, or observes discrimination, workplace harassment or sexual harassment, they may use any formal or informal process to express their concern or file a complaint. They may report to their immediate supervisor, another manager, the ODOE Human Resource Section, ODOE director, or the Department of Administrative Services. If the matter is reported to the agency, the agency will respond immediately by acknowledging receipt of the complaint and determining the appropriate party to investigate.

Managers can face disciplinary action, up to and including dismissal, for not reporting any activity that might violate the above-mentioned policies or failure to report complaints received, to the Affirmative Action Representative in the timeliest manner possible. Managers
must be proactive in creating and maintaining a discrimination and harassment-free work environment.

**Employment**

ODOE recognizes a diverse workforce is crucial to serving Oregonians. The agency works to achieve and maintain diversity through our outreach efforts which include reaching out to the broadest possible labor market when recruiting positions.

ODOE treats all applicants with respect and does not discriminate on the basis of race, color, ancestry, national origin, age, marital status, sexual orientation, political or religious affiliation, or disability. We remove application obstacles which may unintentionally disadvantage some applicants. All employment decisions are based on an individual’s relevant experience, education, training, and suitability relative to a position, without regard to race, color, ancestry, national origin, age, marital status, sexual orientation, political or religious affiliation, or physical or mental disability. We hold managers and employees accountable for creating and promoting a work environment that is welcoming and free from hostility, or unwelcome or unprofessional behavior. We maintain a copy of the ODOE Affirmative Action Plan on our website and intranet making it consistently available for managers and employees to review.

The agency has succession plan strategies in place to prepare for future retirement vacancies. For example, the plan includes cross-training employees with future retirees to assist with the transfer of institutional knowledge; and offering academic credit internships to college students interested in pursuing careers in the energy field.

During the past two years, the agency appointed seven interns; two of the seven were underrepresented Equal Employment Opportunity categories. In addition, we provide for leadwork and promotional opportunities to all employees, and we are currently working with DAS CHRO on agency-wide succession planning.

All these efforts create an atmosphere of respect, fairness, and cooperation that reflects our rich, multicultural society.

**Training, Education, and Development Plan**

**Overview**

The Oregon Department of Energy recognizes that training and development plays an important role in the effectiveness of the agency and to the experiences of all staff. Investing in
staff development and enhancing staff knowledge, skills and abilities is one of the agency’s highest priorities.

ODOE’s Training Committee, in conjunction with the Associate Director of Human Resources, reviews agency-wide trainings proposed by employees by evaluating agency-wide relevance and needs, available funding, and return on investment. All staff are invited and encouraged to attend and participate in agency-wide trainings as part of their development.

Employees

ODOE has created a training, education and development plan for employees that:

- Informs managers and employees of their rights and responsibilities under the Affirmative Action Plan and other agency policies that seek to eliminate discrimination and/or harassment based on a person’s age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation or other reasons prohibited by state and/or federal laws.

- Promotes an understanding of the value of diversity and a workplace free from harassment and discrimination, by encouraging active participation in creating and maintaining a professional work environment. Employees are required to review agency and statewide policies on these subjects upon initial hire and regularly throughout their employment.

- Participates as a sponsoring agency of the annual Statewide Diversity & Inclusion Conference and supports attendance by interested employees

- Encourages and supports employee training, education and coaching to enhance proficiency and professional development for those interested in pursuing advancement. Additionally, upon receiving an employee’s separation notice, human resources collaborates with managers to back-fill positions, to create a smooth transition and comprehensive training for employees who work in these positions.

- Offers employees career enhancement opportunities such as work-out-of-class assignments, job rotations and leadwork opportunities.

- Expects our managers to complete employee performance evaluations that evaluate an employee in several key performance areas. Evaluations include employee self-appraisals, a review of completed training, a development plan for the coming year, a review and update of the employee’s current position description and a review of key state and agency policies.

- Has established a formal review process that provides performance feedback and guidance for newly hired or promoted employees to ensure their success during trial service.
• ILearn training is utilized to provide an understanding of and expresses the agency’s commitment to statewide policies and practices. Required training for new employees/interns include: Preventing Sexual Harassment; Domestic Violence, Harassment, Sexual Assault, & Stalking; Maintaining a Harassment-Free and Professional Workplace; Weapons in the Workplace; and an Overview of State Government.

• The agency initiated a formal training committee representing both management and employee perspectives with the objective of organizing agency-wide training opportunities. During the past two years, the committee has been instrumental in the delivery of ten training presentations from internal subject matter specialists; other agencies such as Oregon Department of Fish and Wildlife presenting Building Trust with Oregon tribes, the Oregon Ethics Commission presenting Ethical Behavior in the Workplace; and contracting with other public organizations, such as the City of Portland presenting Equity 101. Training is made available to all employees, and some trainings, such as Ethical Behavior in the Workplace and Equity 101 were mandatory for all staff.

• During the 2017-2019 biennium, Oregon Department of Energy staff participated in 433.50 diversity training hours.

Volunteers

ODOE had seven volunteer interns this biennium to date who provided value to the agency through promoting the work of state government, filling temporary work needs, and developing potential future employees. Volunteer interns are given an agency welcome and on-boarding their first day, during which they meet with Human Resources to review both agency and state-wide policies that are applicable to volunteers, and are introduced to the agency’s Affirmative Action Plan. They are also introduced to ODOE’s intranet and the location of agency and statewide policies and the agency’s Affirmative Action Plan. Additionally, all interns in 2017 and 2018 were actively encouraged to participate in the Internship Program Lunch and Learn Sessions. This unique program opportunity offered one session per week for seven weeks and offered interns the ability to hear more about state agencies, ask questions of Oregon’s leadership, as well as, allowed them to gain insight on all that state government has to offer.

Contractors/Vendors

The agency has a link to our Affirmative Action Plan posted on agency website under the “About Us” tab, providing access for contractors who regularly interact with agency employees.

Leadership Development/Training Programs

The Associate Director of Human Resources regularly shares leadership development and training program information with management staff as it becomes available. During the
reporting period, the Associate Director of Human Resources provided packets of available training options to the executive management team outlining courses available to aspiring managers, new managers, and seasoned managers.

In 2018, two members of the executive management team attended the PGE Diversity Summit which is dedicated to improving fairness and equity in the workplace by recognizing the inherent value of every person and group.

The agency does not track training hours or demographic information at this time.

**Programs**

**Internship Programs**

The Oregon Department of Energy implemented a formal internship program in 2017 with resounding success. Partnering with local universities and offering opportunities through an open competitive process, we had three interns during the summer of 2017 and four interns through the summer of 2018. The agency has introduced a policy option package that will allow interns to be paid next biennium.

Our formal internship program’s primary goal is to support the agency mission of leading Oregon to a safe, clean and sustainable energy future. Our internship program serves a valuable purpose of highlighting how a career in public service, specifically at ODOE, is an attractive path to consider for those entering the workforce. A secondary goal of the program is the creation of an additional recruitment channel.

Interns with ODOE gain valuable on the job experience along with an opportunity to begin building their professional network. Interns will also be one step ahead in their future job search process.

Divisions worked with Human Resources in identifying and documenting suitable projects for the interns. HR provided outreach to a diverse pool of candidates that included those who had participated in career fairs, referrals, and those who were contacted through the career service departments of area colleges.

Interns are selected and appointed based on an open competitive recruitment. Minimum and special qualifications are developed based on knowledge, skills, and abilities typically associated with high performing college students who may have limited traditional work experience. Candidates complete the State of Oregon electronic employment application and participate in an in-person interview process.

During the reporting period, 2017 and 2018, the agency appointed seven student interns with two participants returning post-graduation. The agency now collects demographic data for interns using Employee Voluntary Questionnaire for Self-Identification of Race/Ethnicity, Disability, and Veteran Status.
Mentorship Programs

Management and professional staff provide mentoring to agency interns and new employees to contribute to their professional development and promote a collegial work environment. Mentors provide information and serve as a resource providing information about the organization and culture of the agency and the state of Oregon as an employer.
ODOE has a formal mentorship program for agency volunteer interns. Mentors share pertinent internal information to enable success, include the intern in professional development, training, and networking opportunities and provide informal weekly feedback.

**Diversity Awareness Programs**

**Employee Resource Groups/Affinity Groups**

- ODOE employees came together to establish a Sustainability Committee to advance their commitment to promoting sustainability practices throughout state government. This volunteer employee committee has developed a model sustainability policy and plan that has been adopted by the agency as a core value of our mission. ODOE’s model policy has been shared with other agencies that participate in a statewide initiative to incorporate sustainable business practices compliant with ORS 184.421 by “using, developing and protecting resources in a manner that enables people to meet current needs and provides that future generations can also meet future needs, from the joint perspective of environmental, economic and community objectives.”

**Diversity Presentations, Training, and/or Activities**

The agency regularly offers interested employees equal access to culturally diverse events, training, and career development opportunities with a goal to increase their knowledge, skills and enhance their appreciation of diversity. The agency promotes these events through employee bulletin boards, email and written communications (flyers, brochures) pertinent to diversity and inclusion.

- ODOE is a proud sponsor of the annual Statewide Diversity & Inclusion Conference held in Salem in cooperation with a number of other state agencies, boards and commissions. Agency employees are encouraged to attend.

- As an Equal Opportunity Employer, ODOE is committed to proactive outreach in our recruiting efforts. The agency uses a variety of tools and strategies to reach, identify and attract diverse candidates. Newly hired employees are offered an opportunity for one-on-one discussions with HR staff to debrief their experience as an applicant. This information is used to modify best recruiting and selection practices in response to the perception of our candidates.

- ODOE is committed to enhancing our work environment and has adopted policies that offer employees reasonable accommodations, flexible work schedules and telecommute/telework access. The agency informs employees of their rights and responsibilities as stated in our Affirmative Action Plan. Standard agency policies identify resources and offer guidance to employees involved in uncomfortable situations. Managers have organized employee appreciation activities with a goal to foster a friendly work environment.
• The Associate Director of Human Resources offers one-on-one consultation with existing employees and confidential exit interviews for those leaving the agency. Additionally, the Department of Administrative Services Chief Human Resources Office offers exiting employees an opportunity to respond to an online exit interview survey. The Associate Director of Human Resources uses this information to trend critical issues that include a decline in morale, an increase in turnover and barriers to diversity and training. The manager then shares this information with the director regularly to plan appropriate solutions to these issues.

• In 2016, the agency introduced an Employee Spotlight section within the agency newsletter, which features interviews with different members of the ODOE team, highlighting what makes them unique. This initiative has provided employees with an opportunity to get to know each other, even if they don’t regularly work together.

• ODOE’s Affirmative Action Representative increases diversity awareness by highlighting a different diversity and inclusion topic each month on agency bulletin boards. In 2018, some highlights included: Women’s Equality Day which featured Bella Abzug, Malala Yousafzai and Michelle Obama; Amelia Earhart Day; Jewish American history Month featuring Stan Lee; and Women in Space featuring Valentina Tereshkova and Sally Ride.

• To help recognize institutional and systemic barriers to just access to services and opportunities, ODOE partnered with City of Portland’s Office of Equity and Human Rights to present an “Introduction to Equity 101.” Additionally, participants developed strategies to remove barriers in policies, programs, and practices leading to eliminating disparities and improved outcomes for all.

• To gain a deeper understanding of Tribal Relations, ODOE presented “Building Trust with Oregon Tribes” which allowed participants to develop a foundation of Oregon’s federally recognized tribes, agency policies, tribal expectations, and best practices for engaging and interacting with Oregon Tribes.

• To assist managers in creating an unbiased, meaningful, and effective performance appraisal ODOE presented “Writing Effective Performance Appraisals” which was attended by managers and intern supervisors.

Community Engagement

• ODOE participates in several agency-sponsored diversity career fairs each year, including the Urban League of Portland’s Annual Career Connections and Insight Employment Live Resume events featuring candidates from underrepresented groups. ODOE also meets with Oregon students to inform and encourage careers in science, technology, engineering, and math by focusing on jobs in the energy sector. Both managers and employees participate to attract a variety of individuals seeking employment.
As part of our work with Oregon’s nine federally recognized tribes, the agency’s tribal liaison attends the Natural Resource Working Group and Cultural Resource Cluster meetings, furthering the Department’s Government-to-Government efforts. Staff members across the agency also presented to tribal-affiliated groups on various projects of concern or importance, particularly in the areas of large energy facilities and emergency preparedness. One result of our outreach: the Klamath Tribes were the recipient of a Renewable Energy Development grant.

The agency sponsors and attends a number of sustainability- and energy-focused events, targeting the public (urban and rural) and K-12 schools. Because energy resources and consumption have long-term, global impacts, it is imperative that future generations have opportunities to get involved at an early age. ODOE’s mission includes efforts to raise awareness on how children can learn more about energy and make changes at home. Outreach efforts include participation in educational community events that promote awareness of conservation, renewable resource generation, sustainability, and nuclear waste cleanup activities.

ODOE has made improvements in our efforts to reach different communities across the state by significantly improving communications. The agency has increased the channels used to share information and provides regular communications via social media outlets such as Twitter, Facebook, Instagram, LinkedIn, an energy-focused Podcast, and via a regularly-updated energy blog and monthly newsletters.

Concerted efforts have gone into writing for all reading levels when it comes to blog posts, website updates, and agency publications. The agency re-designed our website so it’s simpler and clearer. ODOE is committed to improving access to online and printed publications for all users. The agency is also improving the availability of materials in languages other than English; ODOE has Hanford-related brochures available in English and in Spanish, as well as a general ODOE informational brochure available in English, Spanish, Vietnamese, Russian, and Cantonese.

ODOE has increased participation in public outreach events to expand our statewide presence and include involvement across the agency. The agency seeks out events that draw a diverse audience and is committed to participation in events in smaller communities such as Hermiston and Silverton.

Executive Order 17-11 Update

Respectful Leadership Training (Diversity, Equity & Inclusion) and Sexual Harassment

ODOE required all employees, volunteers, and board members to complete the Maintaining a Harassment-Free and Professional Workplace Training in 2018. In this training, employees were made aware of the definition of harassment, discrimination, and professional workplace
behavior; what conversations and behaviors need to be avoided in the workplace; and the statewide policies on harassment, discrimination, and professional workplace behavior.

**Statewide Exit Interview Survey**

ODOE encourages employees leaving the agency to participate in the Statewide Employee Exit Interview Survey to elicit employee feedback from those leaving the agency about the work environment and issues that could hinder diversity recruiting and retention efforts. It is comprised of a web-based survey tool that does not require identification. Employees receive a link to the survey through Workday to complete the survey prior to his/her last day. The Associate Director of Human Resources shares the survey results with executive managers when appropriate, or if the results and/or trends require immediate action. This biennium, 27% of departing employees completed the survey and no distinguishable trends have been identified that require action.

**Performance Evaluations of all Management Personnel**

ODOE carries out the policy against discrimination in employment through the evaluation of management personnel. ODOE holds Management Service Supervisory employees accountable through their performance appraisal to lead by example to advocate cultural diversity and promote the effort to select employees from a diverse pool of applicants.

The director holds agency managers accountable for leading by example to advocate cultural competency, diversity, and inclusion by assessing their accomplishments during performance feedback.

**Status of Contracts to Minority Businesses**

- Oregon Department of Energy awards contracts to both certified and non-certified minority, women and emerging small businesses and makes considerable efforts to attract certified businesses by committing resources, soliciting bids and making RFPs accessible on the Oregon Procurement Information Network.
- The agency promotes business with minority and women-owned businesses in three distinct ways:
  - Contracts for direct services to the agency.
  - Purchase Orders for goods and trade services provided to the agency.
  - Certifying qualified contractors to perform services for program participants, for example; schools requiring certified energy audits or commissioning services.
• ODOE continuously looks for ways to improve outreach to minority and women-owned businesses and will continue this effort to ensure equitable access to all agency programs.

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<tr>
<th>Status of Contracts to Minority Businesses</th>
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<tr>
<td><strong>Agency total contract budget (dollars)</strong></td>
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<tr>
<td><strong>Total number of contracts</strong></td>
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<tr>
<td><strong>Total number of contracts with COBID firms</strong></td>
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<tr>
<td><strong>Total contract dollars spent on COBID contracts</strong></td>
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• A great majority of contracts are interagency and intergovernmental which do not qualify for COBID status. As we move forward, we will continue to look for ways to include COBID firms in contract opportunities.

**III. Roles for Implementation of Affirmative Action Plan**

The director, managers, and human resources staff all provide outstanding support and have a strong commitment to achieving the mission and goals of the agency affirmative action plan. This is accomplished through encouraging staff training and participation in multicultural events, supporting recruitment strategies and good communication with staff about such issues. The following individuals will provide the leadership for ODOE to ensure an inclusive workplace rich in diversity and free of discrimination:

**Director**

• Fosters an environment free from discrimination and harassment and supports workplace diversity.
• Promotes and shows by example the importance of a diverse and respectful workplace.
• Ensures division administrators understand their role and responsibility to foster and promote affirmative action activities, support a diverse workforce, and create a welcoming and respectful environment. An important responsibility is to communicate these same principles to their subordinate managers and supervisors.
• Encourages managers to support on-boarding as an important component of an employee’s understanding of the agency’s commitment to a discrimination and harassment free workplace that supports workplace diversity.
• Participates in and encourages the participation of subordinate managers in events supporting multicultural education.
• Meets regularly with the Assistant Director of Human Resources to evaluate the Affirmative Action Plan’s progress.

Managers and Supervisors

• Review and follow Affirmative Action Plan goals and responsibilities and understand their own responsibilities for helping attain the goals. Ensure all employees complete onboarding and new hire training.
• Foster and promote to subordinate managers and employees the importance of a diverse, respectful, and discrimination and harassment-free workplace. Evaluate subordinate managers on how well they foster a diverse workforce and a respectful environment.
• Support HR diversity recruitment strategies and engage HR in discussions surrounding equitable interview questions and application processes. Promote ODOE as an employer of choice and refer potential candidates and recruitment sources to Human Resources.
• Help identify problem areas relating to diversity and inclusion, formulate possible solutions, and work with the Affirmative Action Representative.
• If aware of any form of harassment or disrespectful behavior, follow guidelines for reporting disrespectful and/or harassing behavior in a timely manner.
• Participate in and encourage the participation of subordinate managers in events supporting multicultural education.
• Meet with the Assistant Director of Human Resources to discuss opportunities for employees to work on special work projects, to discuss employee training needs, job rotations and cross-functional job needs.

Affirmative Action Representative

The affirmative action representative serves as the diversity liaison on behalf of ODOE and the Governor’s Office of Diversity, Inclusion and Affirmative Action. This person fulfills the duties of this role, which includes:

• Work with all agency managers to make sure they understand their responsibility for promoting a respectful, diverse, and inclusive work force environment and attaining the goals in the department affirmative action plan.
• Investigate and address issues, concerns, or complaints of harassment or discrimination (as appropriate).
• Assist recruiter in identifying challenges and assist in developing recruitment strategies to include outreach to diverse partners.

• Ensure the ODOE Affirmative Action Plan is maintained on the ODOE intranet and is accessible by all employees. Also ensures it is posted on the ODOE external website for general public viewing.

• Assist managers in devising solutions to employee issues to ensure full understanding of affirmative action and EEO policies and procedures.

• Conduct pay equity evaluations.

• Review all agency policies and practices for unintended biases.

Diversity and Inclusion Program Coordinator

• Participate at job fairs and attends diversity events.

• Seek out diversity-related activities and trainings so agency employees remain informed of current issues, and encourages staff to participate.

• Analyze data from human resource information system and online recruitment system to assess department’s efforts. Create and present quarterly workforce representation report and recommend strategies to Affirmative Action Representative to meet affirmative action goals.

• Discuss the ODOE Affirmative Action Plan and Diversity and Inclusion Statement during new employee/volunteer on-boarding. Ensure employees/interns understand their rights and responsibilities under the department’s affirmative action policy, and other statewide policies to eliminate harassment based on race, sex, age, religion, sexual orientation, or disability.

• Create regular communication for bulletin boards, and other media, that support the ongoing development of an appreciation for a diverse workforce at ODOE.

IV. July 1, 2017 – June 30, 2019 Highlights

2017 – 2019 Plan Accomplishments

The Oregon Department of Energy continues to work to create a diverse and multicultural organization. To that end, the agency realized the following accomplishments:
• The agency’s coordinated outreach and recruitment strategies have maximized the ability to recruit from a diverse group of potential applicants. The diversity of our applicant pool has significantly increased.

• Joined Partners in Diversity.

• Used social media to attract new job seekers with regular online presence.

• Interviewed all new hires for information on successful recruiting methods and to receive feedback on on-boarding.

• Promoted diversity and inclusion through bulletin board and email communications recognizing diversity and inclusion celebrations.

• Administered a robust onboarding process for new employees that highlighted the agency’s commitment to diversity and to a harassment and discrimination free work environment.

• Human Resource staff participated in the diversity and inclusion meetings held by the Governor’s Office of Diversity and Inclusion.

• ODOE supported and participated in statewide diversity and inclusion conference.

• Evaluated all management service personnel on their efforts to foster a diverse workforce and a welcoming and respectful environment.

• Moved the Affirmative Action Plan to a more prominent location on agency internet.

• Supported and conducted training aimed at reducing unintentional bias, supporting a harassment and discrimination-free work environment and hosted speakers to discuss topics to increase awareness and acceptance of diverse viewpoints of others.
Applicant diversity has increased from 25 percent to 33 percent, which demonstrates our recruitment efforts are significantly attracting a more diverse applicant pool.

**Progress Made or Lost**

Over the past several years, the agency has made progress toward improving workplace diversity. As a result, ODOE has made significant gains in the hiring percentage of people of color. Additionally, the agency has made progress in reporting the number of people with disabilities with more accuracy by encouraging employee voluntary disclosure updates. The results indicate a marked improvement in this employment category.

ODOE experienced a fourteen percent reduction in total staff during the last two years. Enhanced outreach and recruitment efforts and improved retention strategies have limited the
reduction ratio of women, people of color, and people with disabilities in comparison to the total reduction in the Department’s workforce.

- ODOE’s diverse employee population represents the Baby Boomer, X, Y, and Millennial Generations.
- Regularly, the human resources team explores new, innovative ways to support and maintain a diverse workforce.

**ODOE Total Staff**

**People of Color as a percent of ODOE workforce**
The percentage of ODOE employees who are people of color has ranged between 11 and 19 percent. The agency continues to focus on recruitment and retention activities to attract and retain a diverse staff. Despite a reduction in staff, our diversity recruitment efforts have resulted in an increase in the ratio of employees of color. The agency will continue to focus on this area in the upcoming biennium.

**People with Disabilities as a percentage of ODOE workforce**

During the past few years, efforts to design recruiting and outreach strategies to reach people with disabilities resulted in significant improvements. The department continues to use a voluntary self-disclosure form inviting newly hired employees to self-identify disabling conditions so that we can accurately report employment levels for this protected class of employees. Despite reduced headcount, the agency reports a higher percentage of employees with disabilities.
The percentage of women in the department’s workforce has ranged between 45 and 53 percent over the past ten years. ODOE continues to be successful in hiring women in “Professional” EEO category jobs that typically require a scientific, energy and/or engineering related background.

During this reporting period, 30 percent of new hires or promotions were people of color.
V. July 1, 2019 – June 30, 2021

Affirmative Action Plan Goals, Strategies and Timelines

ODOE’s commitment to providing Oregonians with equal access to programs and services and fair and equal employment opportunities, plus the value we place on diversity, drives us to pursue goals that help us increase our representation of people of color, people with disabilities, veterans, and women within the ODOE workforce.

We remain committed to a work environment of inclusion where mutual respect and understanding enable collaboration and problem solving for staff at all levels, and where individuals are valued for their unique contributions.

We understand there are constantly changing environments, and we must develop new and creative ways to attract, retain and develop talent, and create a more inclusive environment.

To that end the agency will pursue the following goals:

1. Hire, retain and support an inclusive work environment.
2. Increase cultural awareness and support differences.
3. Promote an environment of respect and professionalism by maintaining a harassment and discrimination free work environment.

ODOE intends to utilize the following strategies throughout the biennium:

- Explore opportunities to increase our outreach and develop recruitment strategies to recruit from a diverse group of applicants.
- Partner with program areas to share information about jobs when ODOE attends outreach events.
- Develop and implement a succession plan.
- Continue regular attendance at the Governor’s Diversity and Inclusion/Affirmative Action Office meetings to learn and to share best practices.
- Perform analysis of data from human resource information system and online recruitment tool to evaluate the success of efforts and/or identify areas of opportunity.
- Promote diversity and inclusion in employee development programs. Seek out and offer culturally enriched training.
- Administer the employee/intern on-boarding process to include information and discussion on policies that relate to diversity and professional workplace behavior.
• Ensure the agency Affirmative Action Plan and Diversity and Inclusion Statement are made available on the intranet, internet and on agency bulletin boards.

• Regularly offer internships and expand networking with local colleges and universities.

• Regularly offer and encourage employees to take advantage of career development and mentorship opportunities that will prepare them for future advancement.

• Evaluate managers on meeting department affirmative action goals and as it relates to affirmative action goals and objectives.

• Respond quickly and decisively when our workplace policies are violated.

• Ensure employees at all levels are given and receive equal and fair treatment and respect.
VI. Appendix A

State Policy Documentation


VII. Appendix B

Federal Policy Documentation


VIII. Appendix C

Agency’s Policy Documentation

A. Americans with Disabilities Act and Reasonable Accommodation in Employment Policy
B. Discrimination and Harassment Free Workplace Policy
C. Employee Training and Education Policy
D. Veterans’ Preference in Employment Policy
Applicability:

All Oregon Department of Energy employees and applicants for employment.

Purpose:

To administer the Department of Administrative Services (DAS) Americans with Disabilities Act and Reasonable Accommodation in Employment policy number 50.020.10 as agency policy and to provide a process for receiving, processing and documenting accommodation requests.

Policy:

The agency shall adopt in its entirety the **DAS ADA and Reasonable Accommodation policy number 50.020.10** to provide guidelines and a reasonable accommodation process for people with disabilities. The Oregon Department of Energy will provide reasonable accommodation unless the accommodation is not effective, an undue hardship is caused, or imminent physical harm or risk is identified. Essential functions shall not be reassigned as a reasonable accommodation.

Procedure:

Please note that timelines given are not set by statute or regulation. The ADA and DAS policy 50.020.10 require agencies to respond to requests for accommodation in a timely manner. What is “timely” may vary from situation to situation.

**Applicants for Employment**

1. Manager
   Identifies the essential functions of the position on the position description.

2. Manager/Human Resource Staff
   Develops recruitment announcements and plans.

3. Applicant
   Must meet the qualifications for the job and follow the application procedure described on the recruitment announcement.
4. Division Assistant  Asks each applicant invited to interview if reasonable accommodation is needed to participate in the interview process. Consults with the ADA coordinator of the need for an accommodation and makes arrangements for the accommodation in the interview process.

5. Manager/Interview Panel  Interviews applicant. During the interview process, the interviewers may NOT inquire about the existence, nature or severity of the disability.

6. Manager  At the time a job offer is made, asks the selected applicant if she/he needs an accommodation in order to perform the essential functions of position.

7. Selected Applicant  Requests accommodation, if needed.

8. Manager  Forwards the applicant’s accommodation request to the ADA coordinator.

9. ADA Coordinator  Engages in an interactive dialog with the selected applicant. Determines if the requested accommodation can be provided. Confirms the terms of the accommodation or the inability to provide the requested accommodation with the applicant.


11. ADA Coordinator  Notifies the manager and coordinates implementation of the approved accommodation. Notifies the selected applicant if unable to provide an accommodation.

Agency Employees

1. Manager  Identifies the essential functions of positions on each employee’s position description.

2. Employee  An employee who believes she/he possesses a disability that prevents or hinders the ability to perform an essential function of the position and is requesting an accommodation, must provide an oral or written request for accommodation to the Human Resource manager or ADA coordinator.

3. ADA Coordinator  Requests information, and documentation including a signed release statement to support the requested accommodation.

4. Employee  Provides the Human Resource manager or ADA coordinator the requested information, documentation including a signed release statement to support the requested accommodation.

5. ADA Coordinator  Engages in an interactive dialogue with the employee, Human Resource manager and others as needed to determine whether the requested accommodation is necessary and will be effective. Gives primary consideration
to the specific accommodation requested by the employee. The agency may provide an alternative accommodation.

Interactive process may include interaction with appropriate healthcare provider to obtain information regarding the employee’s functional limitation and what accommodation might be needed to enable the employee to perform the essential functions of the job.

At the agency’s expense, a second medical opinion regarding either an employee’s disability or options for accommodation may be required.

6. ADA Coordinator
   As needed, performs job analysis and evaluates employee-submitted accommodation request based on the following factors:
   
   a) Essential functions of the job
   b) Reasonable accommodation alternatives
   c) Nature and cost of accommodation
   d) Availability of financial resources
   e) Effect of accommodation on agency operations.

7. Human Resource Manager
   Reviews request, recommendation from healthcare provider and other appropriate professionals. Makes decision.

8. ADA Coordinator
   Notifies the employee requesting accommodation of the agency’s determination in writing and of the specific accommodation it intends to make.

9. Employee
   Works with management to implement the intended accommodation. If the employee declines the accommodation, she/he may propose an alternative accommodation.

10. ADA Coordinator
    If an alternative accommodation is proposed, return to steps 5.

11. Manager/ADA Coordinator
    Implements approved reasonable accommodation.

**History:**

- March 1, 2005: Policy established.
- October 1, 2013: Policy revised to bring current with DAS policy. The revised policy deleted the forms that had accompanied the previous PER-03 and rescinded PER-01 ADA Grievance policy, as it duplicated other avenues in place for employees to raise complaints.
- February 21, 2017: Policy revised to strengthen policy statement and to clarify and streamline procedures.

**Attachments:**

None
Applicability:
This policy applies to all Oregon Department of Energy (ODOE) employees, contractors, and volunteers.

Policy:
The Oregon Department of Energy has adopted as our policy the Department of Administrative Services (DAS), Human Resources Services Division (HRSD) Discrimination and Harassment Free Workplace Policy below.

Internal Policies and Procedures

Subject: Employee Training and Education
Policy Number: DEV-02
Effective Date: March 1, 2016
Review Date: March 1, 2021

Approved: [Signature]
Michael Kaplan, Director

Applicability:
This policy applies to all employees of the Oregon Department of Energy.

Purpose:
The purpose of this policy is to provide the parameters by which employees receive training.

Policy:
It is the policy of the department to provide resources to enhance employees' job specific skills, knowledge and capabilities. The department may also allocate resources to encourage employee career development as far as is reasonably practicable. To accomplish this, the department may provide formal and informal opportunities for training to employees for developing proficiency, enhancing skills and encouraging development in areas for potential advancement. The department will provide on-going on-the-job training which may be formal or informal as needed, and may provide developmental and job rotation opportunities.

Each employee shall have a training record which includes all training the employee attends that is subsidized by the department in time, tuition or both. The training record may include self-initiated training completed on the employee's own time and paid for by the employee. The manager shall review the training record and develop or update a written Employee Training/Development plan that provides for the training needs of the employee as part of the annual performance appraisal process.

All employees shall be eligible for training except temporary employees are not eligible for career development training. Any employee may request individual training or suggest training to benefit department employees. Determinations by management shall be made on a case by case basis. All staff shall have access to approved training announcements via the department intranet or other means.

Training is generally approved according to the following prioritized list:
• job required training
• job related training/diversity training
• career development training

Managers shall follow equal opportunity guidelines in the selection of employees for training and determination of partial or full payment of training. Decisions will be based on job requirements, workload needs, employee development goals overall and availability of funds. In addition, decisions will generally be based on some or all of the following criteria:

• training priorities as they relate to the unit/division/department mission, goals and training priorities
• individual needs as outlined in a written employee job development plan
• the cost of the training
• the ability of the work unit to meet operating requirements while the employee attends training
• the employee's ability to share learned information with fellow employees
• the amount of previous training the employee has been provided relative to other employees
• the employee meets or exceeds performance expectations
• employee status, e.g. trial service, limited duration, temporary
• whether similar training is reasonably available elsewhere at lower cost

Whenever feasible, the department will share/combine training across divisions and agencies to train the largest number of employees at the least cost. In addition, the use of on-line training and communication systems will be considered and used for training whenever possible to reduce training-related travel expenses.

Approved job required and job related training shall be conducted without loss of pay to the employee. All training related costs, including overtime for non-exempt employees, will be paid by the department for job required training. When training is not job required, management shall determine if the department will share in the cost and to what extent. Any employee may request a flexible schedule to accommodate attendance at training, if it is only offered outside the employee’s normal work schedule.

Career development training, with prior agreement between the employee and management, may include full or partial paid work time. It may also include full or partial reimbursement of training and course material costs, after successful completion by the employee.

The department may reimburse an employee for individual courses in a degree program or general college classes or specific certification programs which are clearly and directly job-related or for career development.

Proof of payment must be submitted for reimbursement of training or courses and related training materials not fully pre-paid by the department.
Educational leave with or without pay may be granted by the director, in accordance with the DAS Policy 50.045.01 on employee development. The decision to grant leave with or without pay will consider the impact on the department while the employee is on leave.

All applicable provisions of the department’s Travel Policy (EMP-09) apply while employees are on travel status for training purposes. This includes requests to attend out-of-state training, which requires department pre-approval for travel. Decisions to approve out-of-state training will be based on the following criteria:

- it is a high priority for the department or division
- it is granted on a rotating basis for employees needing such training
- it will not replace training that is a higher priority for that employee during the biennium
- employees selected are those willing to share what they learn with the larger group

Employees are expected to satisfactorily complete any training or courses fully or partially paid by the department. Employees may be required to submit a copy of a certificate of attendance, transcript or other evidence of completion. Satisfactory completion is considered to be a certificate of Pass/Completion or grade level passing certificate of “C” or above.

Training materials and textbooks paid for by the department become its property.

**Subject Matter Expertise Informational Learning Sessions:**
The department encourages expanded learning about our collective work provided by subject matter experts within the organization, or externally. Generally, up to two (up to one hour in length) learning sessions may be held per month during work time. The sessions may be either presented or hosted by an employee.

**Definitions:**

**Training**
Includes but is not limited to conferences, seminars, workshops, college level courses, lectures, computer-assisted instruction, structured independent study, computer labs and conference sessions or training videos approved by management. It includes subject matter expertise informational learning sessions.

**Job Required**
Training that is necessary to perform the job functions, or to develop an employee’s readiness to assume new essential functions within the current position classification, or to help the employee work more effectively in the current position. Includes training to increase employee awareness of legal and policy issues (e.g., ADA, sexual harassment, ethics, respectful work place, office safety and manager and HR staff training on workplace effects of domestic violence, harassment, sexual assault and stalking).
Job Related: Training that is helpful but not necessary to perform the job functions. It includes training:
- needed to understand a different type of work or to gain a broader perspective
- to gain a skill set related to but not directly applicable to the current job functions
- presented by subject matter experts in informal learning sessions
- to build understanding of organizational priorities and activities

Diversity Training: Training related to diversity, inclusiveness and cultural competency.
Career Development: Academic course work or training that prepares an employee to meet the minimum qualifications for a different classification or position within the department.

References:
ORS 240.250 and 240.551 DAS, CHRO State Policy 50.045.01 and 60.000.10 Department Policy
EMP-09, General Travel Policy

History:
Effective Date: Policy issued by Department of Consumer and Business Services April 22, 1996, for use by the Oregon Office of Energy.
Updated: December 1, 2006, as Oregon Department of Energy policy.
Updated: July 1, 2012 for consistency with DAS, CHRO policy 50.045.01.
Updated: September 1, 2014 to include Subject Matter Expertise Informational Learning Sessions, change definitions for training, detach the Procedures Section from the policy and other revisions to update or improve language and organize information.
Updated: March 1, 2016 to update or correct form names

Attachments:
Dev-02a Employee Training and Education Procedures
Dev-02b In-State Conference & Training Request Form
Emp-09b Out of State Travel Authorization Request Form
Applicability:

All employees, including temporary employees, of the Oregon Department of Energy.

Purpose:

To adopt the Department of Administrative Services (DAS) Veterans’ Preference in Employment policy 40-055-03 as agency policy.

Definitions:

See DAS Veterans’ Preference in Employment policy 40-055-03.

Policy:

The agency adopts the DAS Veterans’ Preference in Employment policy 40-055-03 as agency policy.

History:

- July 28, 2008: Policy established to adopt DAS Veteran’s Preference in Employment administrative rule 105-040-0015 as agency policy.
- August 28, 2018: Policy revised to adopt DAS Veterans’ Preference in Employment policy 40-055-03 as agency policy.

References:

None

Attachments:

None
For More Information

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