

# Oregon Department of Energy

## Affirmative Action

### Diversity and Inclusion



ODOE Affirmative Action Plan

July 1, 2017 - June 30, 2019

# Affirmative Action

Diversity and Inclusion Plan  
July 1, 2017 – June 30, 2019

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# I. Description of Agency

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

ODOE employs approximately 105 employees who carry out the mission of “Leading Oregon to a safe, clean, and sustainable energy future.” The agency ensures that Oregon has an adequate supply of reliable and affordable energy and is safe from nuclear contamination; helps Oregonians save energy, develop clean energy resources, and support renewable energy; and oversees energy facility siting and energy-related emergency preparedness. ODOE encourages investments in energy efficiency and conservation by offering loans, tax credits, grants, and information and technical expertise to households, businesses, schools and governments.

Additionally, the Oregon Department of Energy:

- Supports statewide energy goals and policies
- Contributes to an energy mix that minimizes harm to the environment and meets the state’s needs
- Advances the development of renewable energy resources
- Evaluates whether proposed energy facilities are safe and environmentally acceptable
- Oversees the cleanup and safe transport of radioactive waste
- Develops and implements emergency plans in the event of an accident involving radioactive materials.

The Oregon Department of Energy key personnel for this policy include:

**Michael Kaplan, Director**

625 Marion Street NE

Salem, OR 97301

Phone number: (503) 373-7563

**Ruchi Sadhir, Governor Brown’s Energy Policy Advisor**

255 Capitol St NE

Salem, OR 97301

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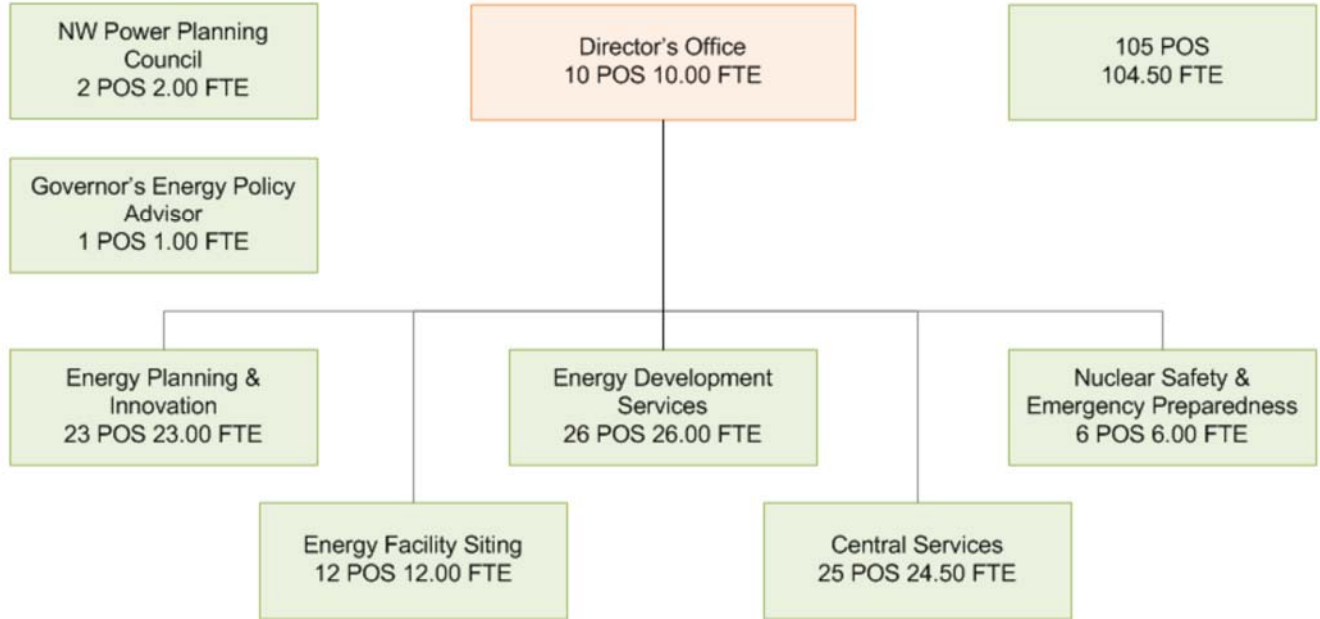
**Kelli Vesper, Affirmative Action Representative**

625 Marion St NE

Salem, OR 97301

Phone number (503) 378-3752

# F. Oregon Department of Energy Organizational Chart



## II. Affirmative Action Plan

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### Agency Affirmative Action Policy Statement

The Oregon Department of Energy is committed to establishing and maintaining a diverse workforce that reflects all Oregonians. 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, and mental or physical disability.

ODOE's priority is to create and maintain a respectful work environment that is free from harassment, is culturally sensitive, and is inclusive and tolerant of diverse groups of people and individuals. The agency does not discriminate in management or employment practices, and strives to promote a respectful work environment where employees value and treat each other with dignity and fairness.

The director, assistant directors, and managers will implement and enforce the Affirmative Action Plan. The director will hold management accountable for meeting the goals of the Plan by regularly reviewing the Plan's progress at management team meetings. The director and division managers will evaluate managers on how well they have achieved Affirmative Action Plan goals in their divisions and programs.

ODOE adopted the "State's Discrimination and Harassment Free Workplace Policy" (HRSD Policy 50.010.01) and "Maintaining a Professional Workplace Policy" (HRSD Policy 50.010.03). Both policies provide employees with information on how to file a discrimination and/or harassment complaint if they believe an employee or manager has discriminated or harassed them. Additionally, if employees witness harassment and/or discrimination of another employee, they will use this process to file a complaint. Once an employee files a complaint, the agency will respond immediately by acknowledging receipt of the complaint, and contacting the human resources manager who investigates the complaints. Managers can face disciplinary action, up to and including dismissal, for not taking immediate and corrective action after an employee files a complaint or brings a discrimination or harassment charge to their attention.

HR staff provide new employees with information about the complaint process during employee orientation which outlines both ODOE internal process and the Bureau of Labor & Industries' (BOLI) external process which can be found at <http://www.oregon.gov/BOLI/pages/index.aspx>. All employees (current and new hires) receive copies of this Statement of Affirmative Action Policy, including a link to the Affirmative Action Plan available on the agency website.

Employees who have a complaint or concern should contact Affirmative Action Representative Kelli Vesper at (503) 378-3752 or Human Resources Manager Linda Bures at (503) 378-8278.

Michael Kaplan, Director  
Oregon Department of Energy

## Agency Diversity and Inclusion Statement

The Oregon Department of Energy is committed to creating and sustaining a leadership culture that values all employees. The agency recruits and retains diverse and talented employees and cultivates employee engagement. The agency thereby enriches and strengthens its workplace by promoting an inclusive environment of respect, and values employees from different backgrounds, experiences and perspectives.

The Governor's Office of Diversity, Inclusion and Affirmative Action ensures that state government creates, maintains and establishes a diverse and inclusive environment and culture within state agencies and on boards and commissions. In support, ODOE creates an environment where Oregonians – regardless of gender, age, race, national origin, color, ethnicity, religion, disabilities, sexual orientation or veteran status – have fair and equal access to available state jobs and agency services.

ODOE collaborates with internal and external stakeholders that include state agency directors, human resources personnel, field staff, community-based organizations and the public. Partnerships help the agency identify systematic barriers and weakness that could hinder a diverse and inclusive workforce and the ability to develop solutions that improve performance and service delivery. Mostly, the agency uses problem solving, innovation and organizational development concepts that result in a highly functioning, dynamic workplace positioned to deliver quality services to the people of Oregon.

## Training, Education and Development Plan

### Employees

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

- Informs managers, supervisors 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 understanding of the value of diversity and a workplace free from harassment and discrimination, encouraging active participation in creating and maintaining a professional work environment. Employees are required to review agency 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. Plans to share recorded materials from past conferences and facilitate workshops for staff who are not able to attend the annual conference.
- Encourages and supports employee training, education and coaching to enhance proficiency and professional development for those interested in pursuing advancement in the agency. Additionally, upon receiving an employee's separation notice, human resources works with managers to back-fill positions, to create a smooth transition and comprehensive training for employees who work in these positions.
- Offers employees opportunity for advancement through coaching and on-the-job training. Many of the agency positions require specialized technical experience and managers seek to promote from within. Managers may also offer employees career enhancement opportunities such as work-out-of-class assignments, job rotations and under-fills.
- Expects its managers to complete employee performance evaluations annually 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 quarterly review process that provides performance feedback and guidance for newly hired or promoted employees to ensure their success during trial service.
- For this plan period, the agency has committed to four diversity related trainings. The trainings include Social Equity, Discrimination & Harassment Free Workplace, A Diversity Discussion and Communications in the Workplace.

## **Volunteers**

- ODOE had no volunteers during the past biennium.

## **Contractors**

- The agency has a link to its Affirmative Action Plan posted on the "Jobs and Contracts" page of the agency website, providing access for contractors who regularly interact with agency employees.

## **Programs**

### **Internship Programs**

- Offers students a variety of formal academic credit internships as opportunities arise. The agency has developed a successful, competitive recruiting program, creating meaningful internship opportunities for college students. Managers develop internship project descriptions and select interns based on their academic and career goals. ODOE creates partnerships with several local colleges and universities for a collaborative, competitive internship program. This program enables student interns to earn academic credit for the projects they work on and/or create. Managers collaborate with professors on potential student projects and interview potential students. The agency also has a long-standing relationship with the Lane Community College Energy Management program and notifies them of employment and internship opportunities.
- During the reporting period the agency appointed six student interns with two participants returning for subsequent project assignments. Agency managers maintain contact with successful interns to engage them in future projects and to network with the student community.
- The agency has no formal process for data collection of intern demographics; however, visual assessment indicates this group of interns is comprised of four males and two females. The ethnicity of these six interns appears to be two Asian, and four White individuals.
- ODOE plans to collect 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 informal mentoring to agency employees to contribute to their professional development and promote a collegial work environment. Program staff regularly develop and deliver educational sessions that are open to all agency employees interested in learning about the energy industry.
- At this time, ODOE has no plan to formalize the mentorship process. Currently, all staff have access to opportunities for informal mentoring.

## Community Outreach Programs

- ODOE participates in several agency-sponsored diversity career fairs each year, including such events as the Urban League of Portland's Annual Career Connections; Insight Employment Live Resume events featuring candidates with disabilities; and meeting with high school students at various school districts 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 its 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.
- The agency sponsored a number of renewable 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 its 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, and Instagram 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 is revamping its website so it will be much simpler and clearer, with a strict plain-English policy. 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; in the past year, ODOE published a Hanford brochure in Spanish and is working on other languages for the most popular program brochures.
- ODOE has increased participation in public outreach events to expand its 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 Cannon Beach and Pendleton.
- The agency uses various social media channels to promote job announcements, incentive opportunities, and public and informational meetings to support broader community engagement.

## Diversity Awareness Programs

### Employee Resource Groups/Affinity Groups

- As Employee Resource Groups have progressed to include an interest-based focus, ODOE's 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 its 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 and trainings 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.
- Since 2012, ODOE has sponsored 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. HR records completion of the one-day conference in the employee's training transcript.
- As an Equal Opportunity Employer, ODOE is committed to proactive outreach in its recruiting efforts. The agency uses a variety of tools and strategies to reach, identify and attract diverse candidates. The agency also organizes interview panels that mirror potential and diverse candidates, especially those persons identified as protected class. 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 its work environment and has adopted policies that offer employees reasonable accommodations, flexible work schedules and Telecommute and Telework access. The agency informs employees of their rights and responsibilities as stated in its 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 Human Resources Manager offers employees one-on-one consultation 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 HR manager uses this information to trend critical issues that include decline in morale, increased turnover and barriers to diversity and training. The manager then shares this information with the director regularly to plan appropriate solutions to these issues.

## **Leadership Development/Training Programs**

- The Human Resources Manager regularly shares leadership development and training program information with management staff as it becomes available.
- The Management Team created a book club to provide agency managers with opportunity to develop their skills through reading and discussion of emerging trends in leadership.
- Managers were encouraged to attend the 2016 Management Education Forum which resulted in participation by half of the management team, including two newly promoted individuals. The participants included four men, one woman and one person of color.
- The DAS HRSD Management Education Series "Foundational Training Program" was provided to new managers hired within the biennium along with established managers looking to refresh and expand their leadership skills.
- During the reporting period, DOJ was engaged to present two separate training sessions specifically for agency managers to develop their team leadership skills. Attendance at both sessions was 100 percent of the agency's management team.

## Executive Order 16-09 Update

### Respectful Leadership Training (Diversity, Equity & Inclusion)

- Workforce diversity and inclusion promotes employee productivity, retention, team collaboration and commitment, all of which ultimately add value to the services provided to stakeholders. It's not enough to simply increase diversity awareness; employees also need to see the benefits of having a diverse workforce. Getting to know themselves and the people they work with is a big part of this. In 2016 the agency introduced an Employee Spotlight section in the agency newsletter that 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 about each other even if they don't regularly work together.
- Plans are in progress to deliver Respectful Workplace Training to all management staff, as well as all employees of the agency. The training curriculum will be modified to address the differences between management and employee rights and responsibilities.

### Statewide Exit Interview Survey

- ODOE uses 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. The human resources team sends the survey to employees upon receiving their official separation notice and with a request to complete the survey prior to his/her last day. The HR manager shares the survey results with executive managers when appropriate, or if the results and/or trends require immediate action. Although ODOE has made significant progress during the current biennium, management will regularly identify and offer new diversity training opportunities. This practice will help the agency maintain its current standing in this area and to further diverse workforce efforts.

### Performance Evaluations of all Management Personnel

- Per ORS659A.012 – ODOE carries out policy against discrimination in employment through the evaluation of supervisors. 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 regular 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.

# III. Roles for Implementation of Affirmative Action Plan

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## Responsibilities and Accountabilities

The director, managers and human resources 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 their staff about such issues.

### Agency Director and Executive Managers

- The role of the director and executive managers is to foster an environment free from discrimination and harassment and improve workplace diversity. Additionally, the director holds the entire management team accountable. ODOE does not tolerate any form of discrimination and/or harassment.
- The director meets regularly with the human resources manager to evaluate the Affirmative Action Plan's progress.

### Managers and Supervisors

- The director empowers its management team to execute the diversity plan initiatives and expects each manager to meet with the human resources manager on potential opportunities for employees such as special work projects, employee training programs, job rotations and cross-functional job needs. Managers work with HR on diversity recruitment strategies and guidelines for reporting disrespectful and/or harassing behavior in a timely manner. Managers – as well as staff – attend EEO and diversity-related training for professional development.
- The HR manager gives feedback to managers to evaluate the progress of their diversity efforts. This feedback also identifies areas for improvement.

### 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 supporting the agency's efforts to create and maintain:

- A diverse workforce that mirrors its constituents
- A respectful work environment free from any discrimination and/or harassment
- A work environment where employees value every individual
- An environment where all employees treat each other with dignity and respect

Additionally, the representative:

- Maintains a relationship with the director, the agency management team, and the Governor's Office of Diversity, Inclusion and Affirmative Action. The representative submits information to the HR manager for review with the director. The representative also assists with maintaining the affirmative action plan by tracking recruitments, documenting trends, monitoring progress or issues, current goals and communicating these matters to management. The representative also communicates with managers and employees through email, memos and all-agency staff meetings.

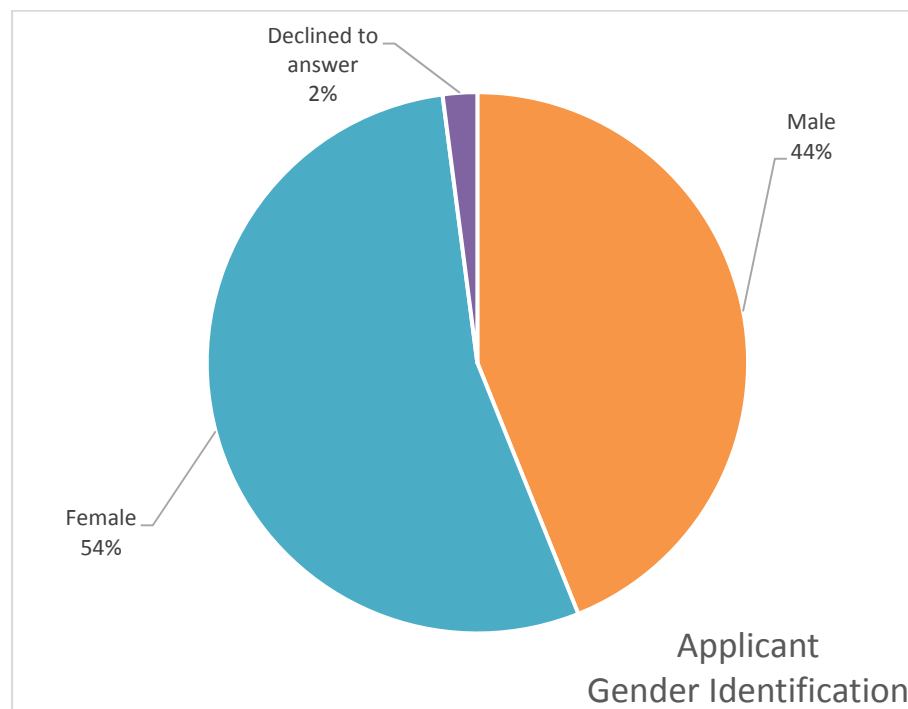
- Develops diversity recruitment communications and strategies, participates at job fairs and attends diversity events.
- In conjunction with the HR manager, immediately investigate complaints.
- Participates in activities aimed at maintaining a welcoming work environment.
- Makes recommendations and suggestions to managers and the Governor’s affirmative action working group on how to improve the current plan.
- Is responsible for facilitating activities to support the administration of the plan goals and objectives. The HR manager formally evaluates the representative during an annual review.

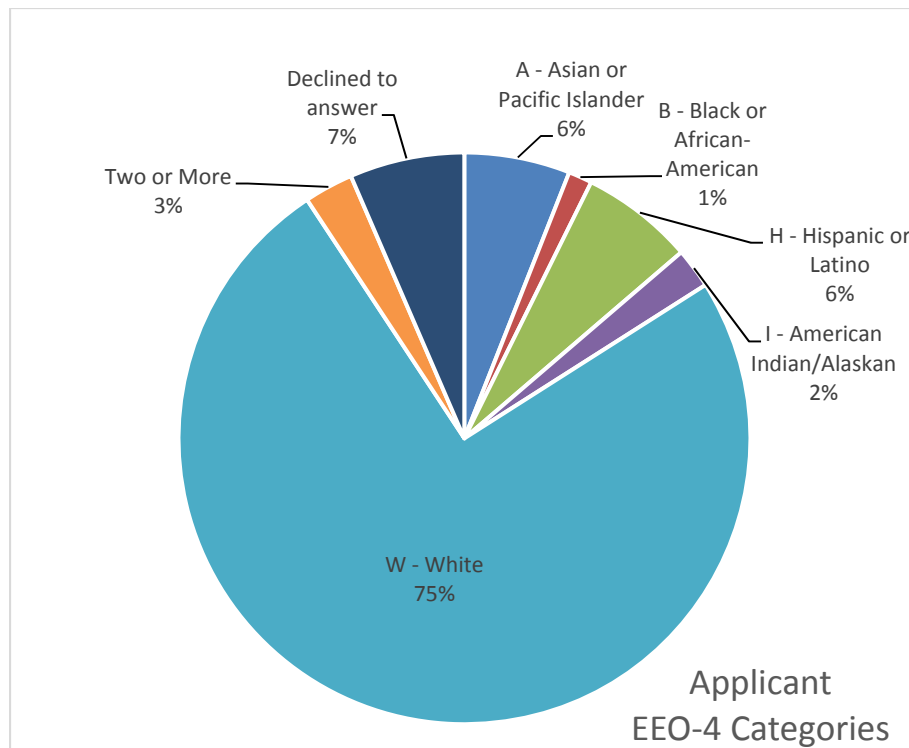
## IV. July 1, 2015 – June 30, 2017

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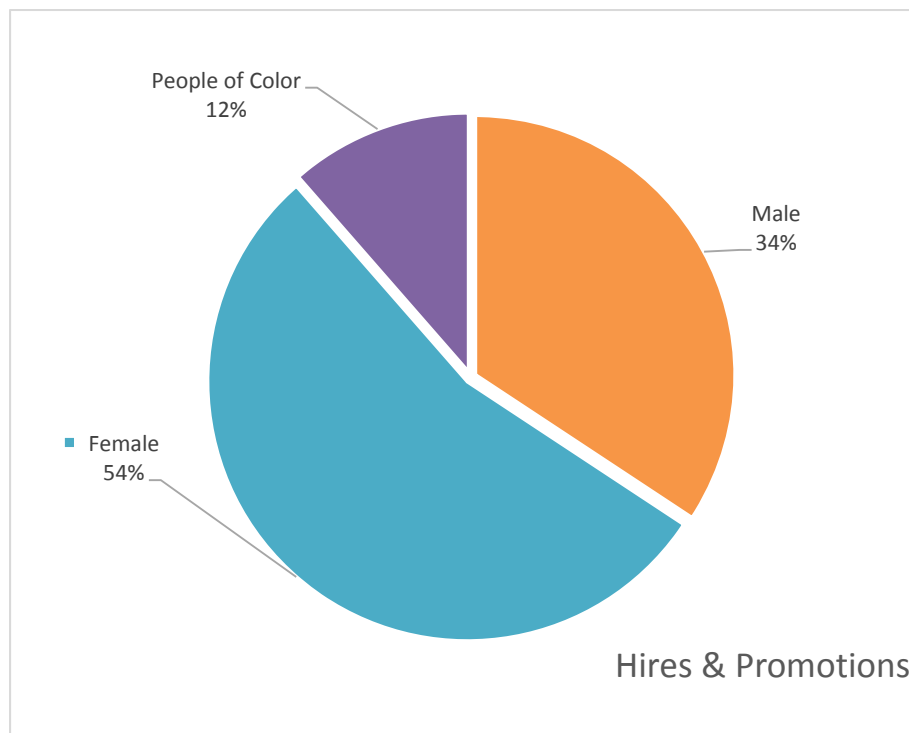
### 2015 – 2017 Plan Accomplishments:

- The agency recruits to fill positions that are classified as managerial, supervisory, professional, technical or clerical. There are no entry level positions or general labor positions within the agency.
- Changes to diversity recruitment strategies and outreach methods have heightened interest from potential employees. Tracking of applicant statistics is obtained through data collected from the state’s online recruitment system which includes gender identification and ethnicity based on EEO 4 categories.
- During FY 15 and FY 16, the agency posted 33 job announcements. ODOE received a total of 970 applications: 54 percent from women, 44 percent from men, and two percent declined to answer. Applicant ethnicity included 75 percent White, six percent Asian or Pacific Islander, six percent Hispanic or Latino, two percent American Indian/Alaskan, one percent Black or African-American, three percent Two or More, and seven percent declined to answer.





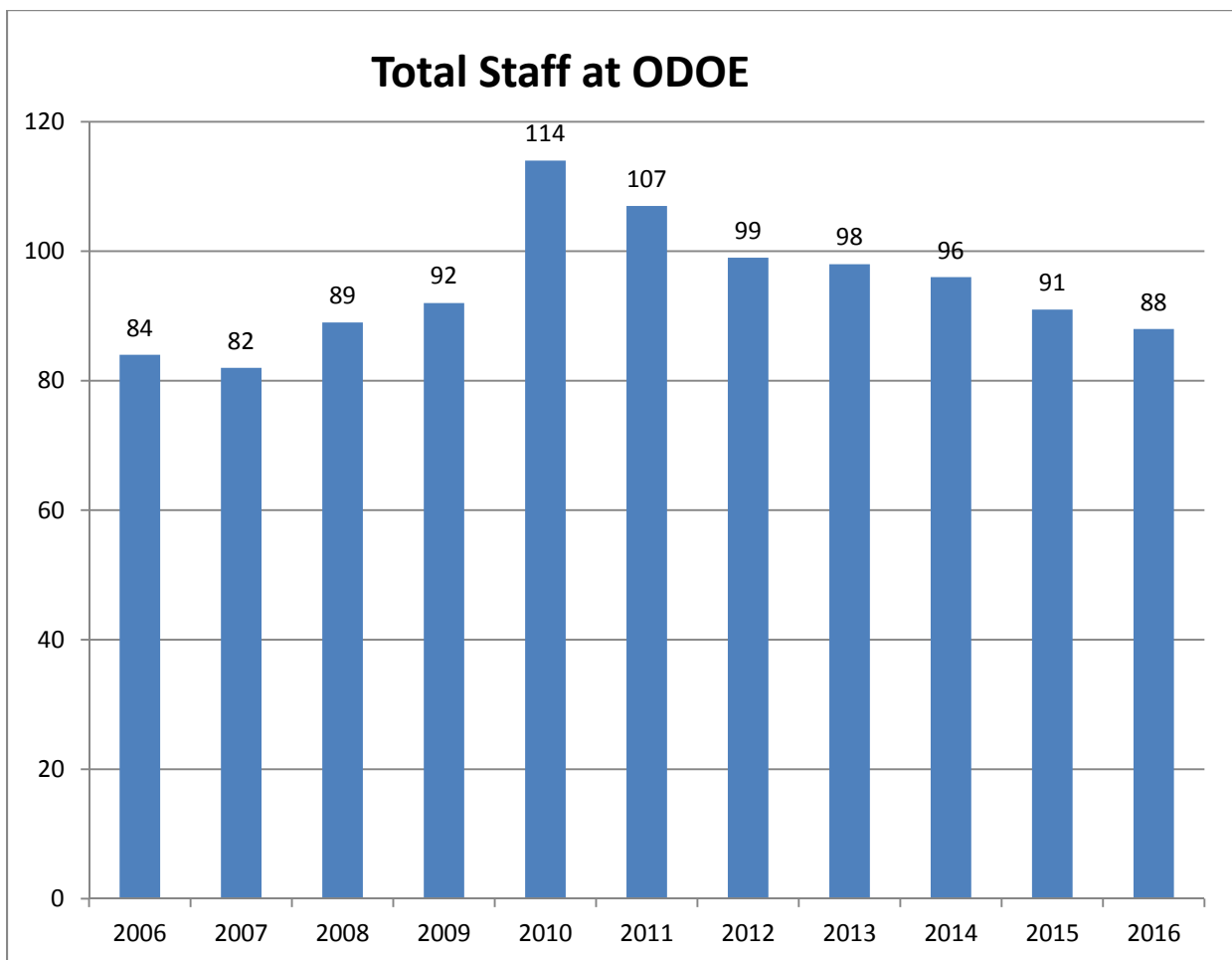
- During this same time period, the agency hired or promoted 12 percent people of color; 34 percent male and 54 percent female individuals.



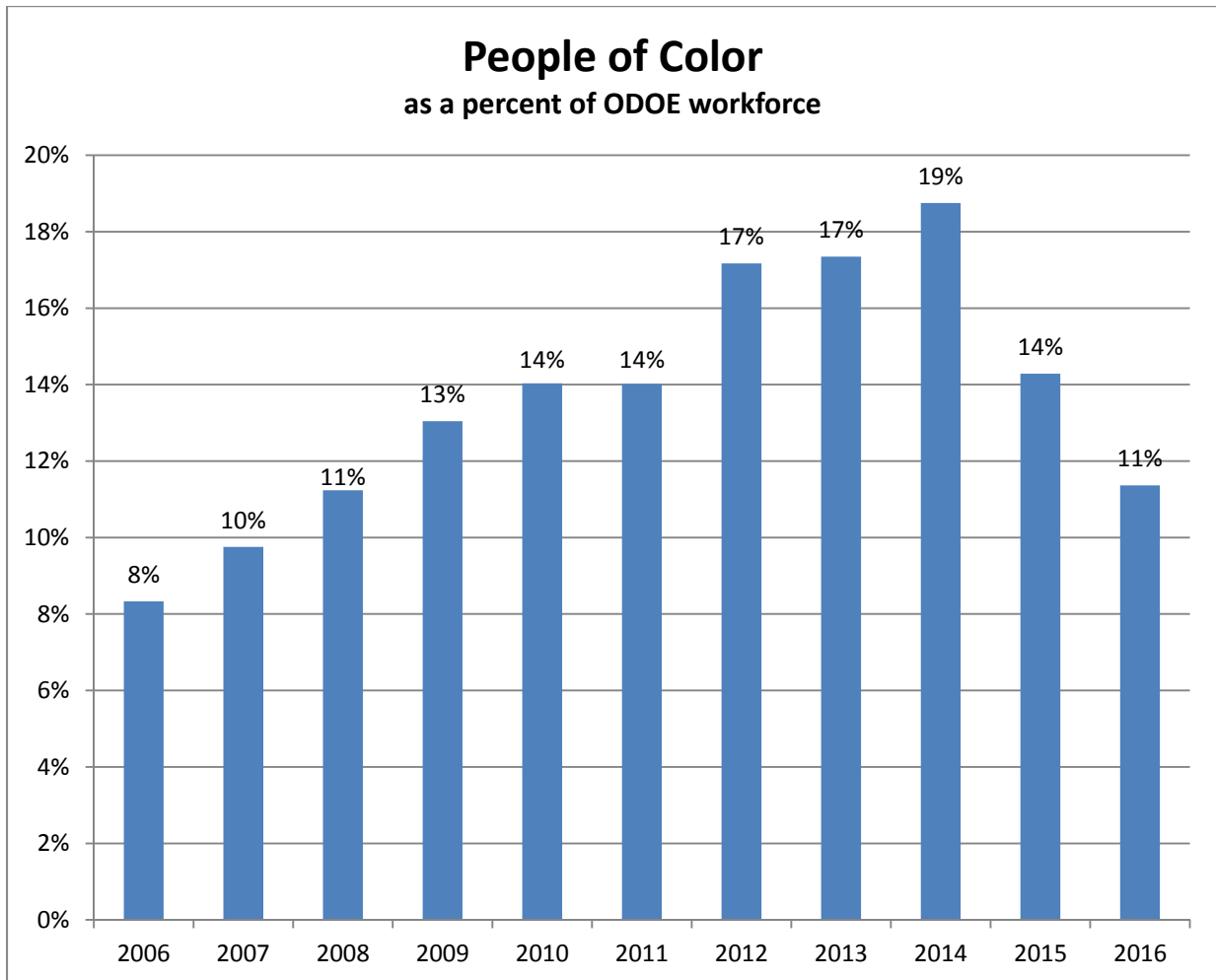


## Progress Made or Lost

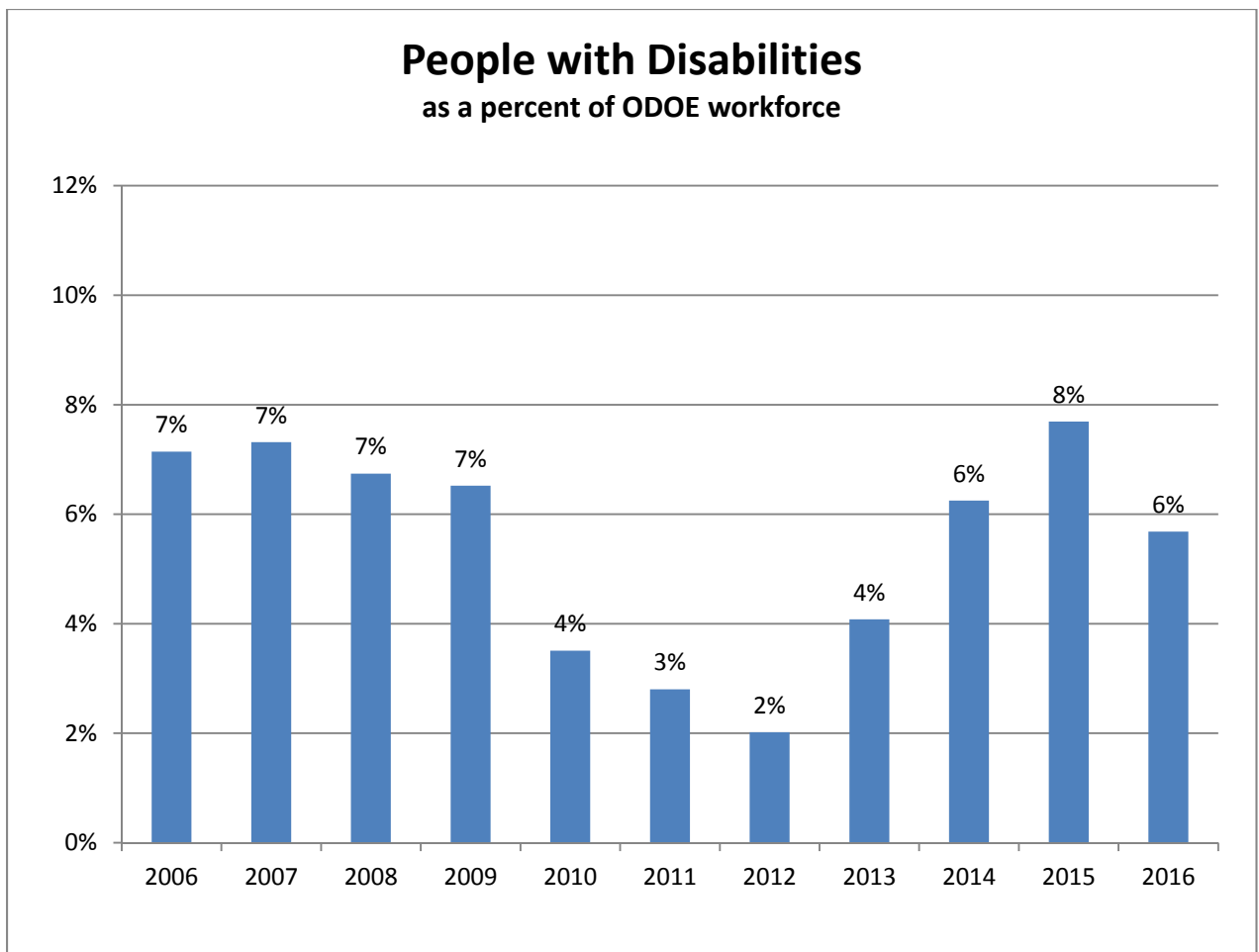
- Over the past several years, the agency has made progress toward improving workplace diversity. As a result, ODOE has made significant gains in the hiring percentage of women and people of color. Additionally, the agency has made progress in reporting the number of people with disabilities with more accuracy by encouraging employee voluntary disclosure updates. The results indicate a marked improvement in this employment category.
- ODOE experienced an eight percent reduction in total staff during the last two years, In addition, turnover in staff positions during this same period has increased, in part because of the increased number of Baby Boomers who are retiring at an accelerated rate, and who represent a large population of employees. 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.



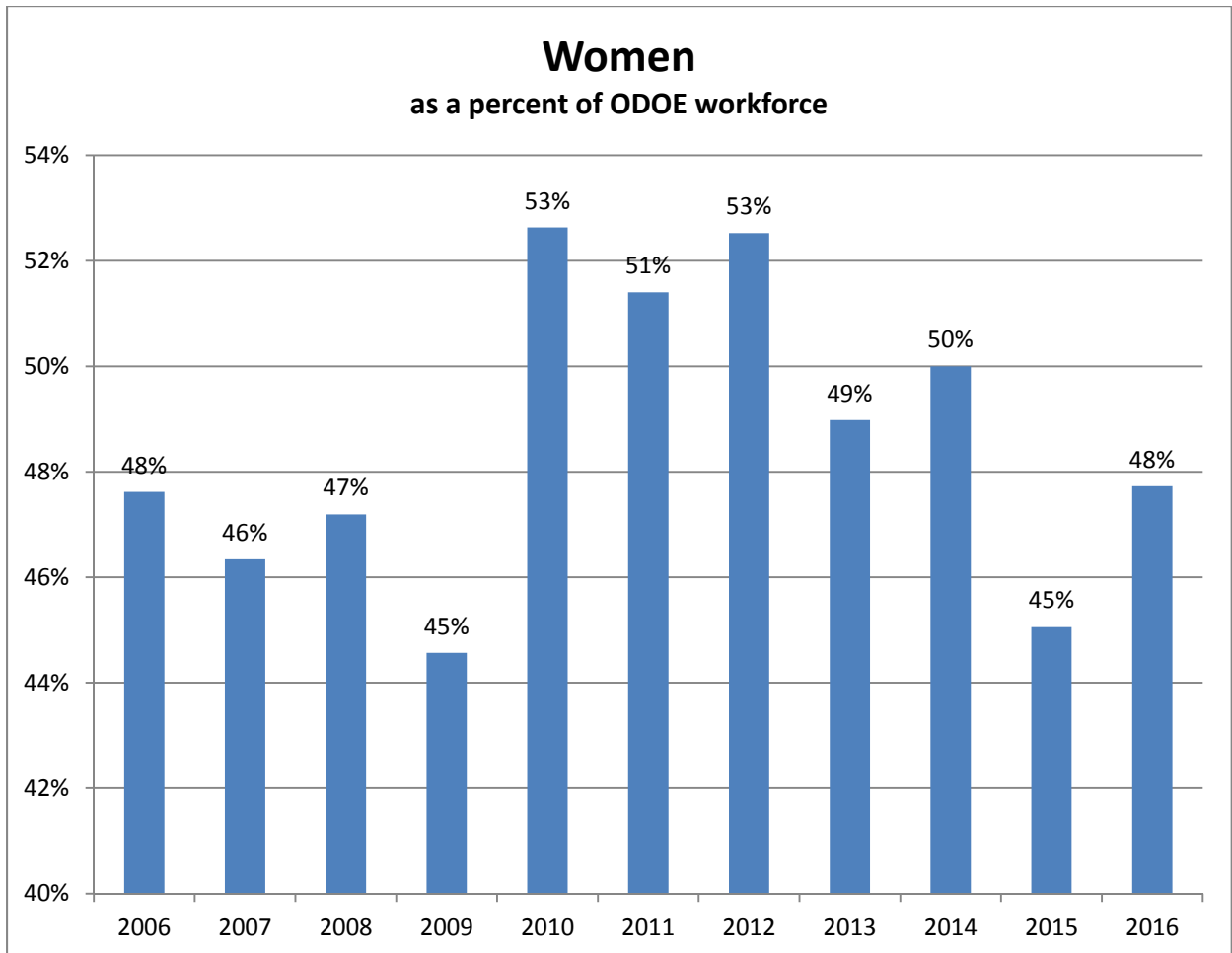
- The percentage of department employees who identify as people of color has increased by more than 50 percent over the last ten years. In 2006, the percentage of people of color was eight percent, increasing to 19 percent by 2014. Representation has declined to 11 percent over the past two years due to separations and retirements. The department recognizes more work must be done to achieve parity, specifically in the professional and management categories. The 2017 – 2019 plan will focus on enhancing recruiting and program outreach efforts to promote cultural diversity and strengthening the attraction of Department jobs.



- During the past five years, efforts to design recruiting and outreach strategies to reach people with disabilities resulted in significant improvements toward achieving parity beginning in 2014. The department has recently experienced a high level of turnover, due to executive leadership changes, retirements, and separations which included people with disabilities. The department continues to use a voluntary self-disclosure form inviting newly hired employees to self-identify disabling conditions so that it can accurately report employment levels for this protected class of employees.



- The number of women employed at the department has increased over the last 10 years with significant gains occurring within the last six years. The percentage of women in the department’s workforce increased from 45 percent in 2009 to 53 percent in 2010 and has held steady until recently, due in part to the high number of retirements and separations. ODOE was successful in hiring women in “Professional” EEO category jobs that typically require a scientific, energy and/or engineering related background. From 2014 to 2016, ODOE hired 31 individuals, 19 of whom were women. Of those 19 women, 14 were hired into managerial or professional level positions.



- ODOE’s diverse employee population represents the Silent, Baby Boomer, X and Y Generations.
- During the past two years, agency employees were offered promotional opportunities for nine percent of the vacant positions within the agency.
- The agency regularly encourages career development coaching to employees who have expressed interest in pursuing future job opportunities in the agency. Managers make themselves available to offer feedback and/or coaching to employees who have applied for, but not received, other positions in the agency, so they can better position themselves for future opportunities. Employees’ double-fill positions when an incumbent has submitted notice of separation to allow for a smooth transition.
- 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 nine training presentations from

internal subject matter specialists, other agencies such as Oregon State Police, and contract training professionals. Training is made available to all employees, and attendance is voluntary.

- 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 six interns; 33 percent from underrepresented EEO categories.
- The HR recruitment staff assist agency employees with the state employment application process and offer suggestions on how to improve interview skills.
- ODOE has benefited from its diversity recruiting strategy; however, still faces challenges such as unsuccessful recruitments, low applicant pools and the inability to compete with the private sector. To remedy this, human resources seeks opportunities that reach diverse local and national energy-related organizations to help improve interest in future vacancies.
- Regularly, the human resources team explores new, innovative ways to support and maintain a diverse workforce. For example, the agency defines best practices when using the “state’s automated recruiting system.”

## V. July 1, 2017 – June 30, 2019

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### Affirmative Action Plan Goals

ODOE's goal is for its employees to reflect the diversity of Oregon and to meet and exceed "state performance measures" for hiring individuals considered protected class. The agency will:

- Regularly offer internships as opportunities arise 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 within the agency.
- Evaluate managers on meeting department affirmative action goals and as it relates to affirmative action goals and objectives.
- Executive Order 16-09 directs the agency affirmative action representative or designee to participate in the Governor's diversity informational trainings that include Disability and Inclusion, Affirmative Action and Equal Employment Opportunity. ODOE is committed to having the agency affirmative action representative or designee at the meetings.
- Explore opportunities with energy related industries to develop and expand outreach efforts to underserved or underrepresented communities and reach out to high school level students to inspire interest in energy as a career.
- Use a variety of methods to advertise vacancies, targeting people of color, disabled individuals and women. Some examples of recruitment advertising include attending job fairs; reaching out to community and specialized organizations; posting announcements on various webs sites; and incorporating methods used by the Governor's Office of Diversity, Inclusion and Affirmative Action.

### Strategies and Timelines

The strategy is comprehensive and open-ended, which will allow flexibility to evaluate and revise strategies where applicable. Current strategies include:

- Partnering with state agencies that have similar diversity recruiting challenges, to develop and coordinate diversity recruiting.
- Providing employees with greater access to diversity training and time to attend diversity events with their manager's support.
- Offering employee job rotations, career development coaching, on-the-job training and mentorships that will prepare them for future job advancement in the agency. Human resources staff will make themselves available to offer additional support to employees who have had challenges advancing in the agency.
- Maintaining respectful work environment, expecting each employee to value their colleagues and treat them with dignity and respect.
- Organizing employee social functions for new and existing staff.
- Offering academic credit internships to help build a diverse workforce for technical jobs.
- Developing outreach activities to inspire high school student's interest in an energy related career.
- Creating a safe environment that will encourage new hires with disabilities to "voluntarily" disclose their disability so the agency can ensure equality among disabled employees.

- Using state database systems such as “iLearn” to identify new diversity training opportunities for employees.
- Maintaining a successful hiring record, which exceeds previous year’s hiring of individuals from protected-class groups.

Year	Month	Accountability	Action
2016	December	HR manager	Distribute the Affirmative Action Plan to all employees and regularly discuss at management team meetings.
2016 – 2019	December	HR manager	Request managers identify opportunities and develop a project statement to be used in recruiting student interns for the coming year.
2016 - 2019	Ongoing	Director	Regularly convey the director’s commitment to the Affirmative Action plan at all-staff meetings scheduled throughout the year.
2016-2019	Ongoing	HR manager	Discuss affirmative action goals and strategies with the director and make necessary adjustments.
2016-2019	Ongoing	HR manager	Offer regular updates at management team meetings on affirmative action plan progress.
2016-2019	Ongoing	HR manager	Post recruitments on a variety of diversity websites; identify new recruitment strategies; participate at job fairs; and use the Affirmative Action Plan as a guide to recruit and increase diversity of applicants
2016 – 2019	Ongoing	AA representative	Explore outreach opportunities to promote careers in energy to underrepresented or underserved communities.

## VI. Appendix A

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### State Policy Documentation

Placeholder for link to GOAA website

## VII. Appendix B

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### Federal Policy Documentation

Placeholder for link to GOAA website

## VII. Appendix C

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### Agency's Policy Documentation

- [ADA and Reasonable Accommodation Policy](#)

**Policy Number:** PER-03

**Effective Date:** October 1, 2013

**Review Date:** October 1, 2018

**Applicability:**

All Oregon Department of Energy employees and applicants for employment.

**Purpose:**

To administer the attached Americans with Disabilities Act and Reasonable Accommodation in Employment policy number 50.020.10 of the Department of Administrative Services, Chief Human Resources Office as agency policy and to provide a process for receiving, processing and documenting accommodation requests under this policy.

**Policy:**

The Agency shall adopt in its entirety the Americans with Disability Act and Reasonable Accommodations in Employment policy number 50.020.10 of the Department of Administrative Services, Chief Human Resources Office to provide guidelines and a reasonable accommodation process for people with disabilities.

**Roles and Responsibilities**

**ADA Coordinator**

The Human Resource Analyst 2 position in the Human Resources Section is designated to serve as the ADA Coordinator for the agency. The ADA Coordinator is the main resource on all ADA matters and identifies, and where necessary compiles outside resources for agency use.

**Definitions:**

[See DAS CHRO Policy 50.020.10](#)



- [Discrimination and Harassment Free Workplace](#)

**Policy Number:** EMP-12

**Effective Date:** August 1, 2008

**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. See Department of Administrative Services, [HRSD Policy 50.010.01](#), Discrimination and Harassment-Free Workplace

- [Employee Training and Education Policy](#)

**Policy Number:** DEV-02

**Effective Date:** March 1, 2016

**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

- [Veterans Preference in Employment](#)

**Policy Number:** EMP-15

**Effective Date:** July 28, 2008

**Applicability:**

Recruitment and selection processes for all State of Oregon positions in agencies subject to ORS 240, State Personnel Relations Law, including but not limited to promotional opportunities.

**Policy:**

The Oregon Department of Energy has adopted as our policy the Department of Administrative Services (DAS), Human Resources Services Division (HRSD) Veteran's Preference in Employment Policy published by the Secretary of State.

[Administrative Rule: 105-040-0015 Veteran's Preference in Employment](#)

**References:**

ORS 240.145(3), 240.250