

An aerial photograph showing several long, parallel rows of blue solar panels installed in a green field. The panels are arranged in a grid pattern, and the surrounding area is lush green grass. The image is partially covered by a grey semi-transparent box on the right side, which contains the title and submission information.

AFFIRMATIVE ACTION PLAN 2025 - 2027

Submitted to the
**DAS Cultural Change
Office**

by the
**OREGON
DEPARTMENT OF
ENERGY**

August 1, 2024



**OREGON
DEPARTMENT OF
ENERGY**

Affirmative Action Plan 2025–2027

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Oregon

Tina Kotek, Governor



550 Capitol St. NE

Salem, OR 97301

www.oregon.gov/energy

August 1, 2024

As the Director of the Oregon Department of Energy, I recognize the profound impact that a diverse workforce has on our agency's ability to innovate and serve our community effectively. Our commitment to affirmative action and diversity, equity, and inclusion is rooted in the belief that every employee deserves a work environment where they are respected, valued, and given equal opportunities to succeed.

Our plan sets forth specific goals and initiatives aimed at promoting diversity and ensuring equitable opportunities for all employees. We are dedicated to not only meeting our legal obligations but also creating a culture of inclusivity that permeates every level of our organization. This includes ongoing training, development programs, and robust support systems to empower our employees and enhance our organizational performance.

Our Affirmative Action Plan aligns with our broader DEI Plan and our agency's Strategic Plan. This alignment ensures that our efforts are cohesive, comprehensive, and integrated with our organizational objectives. By embedding these principles as an overall strategic framework, we are positioning our agency to achieve greater equity and inclusion in all facets of our operations.

We understand that the principles of affirmative action and DEI are not merely abstract concepts, but essential practices that require actionable steps and continuous commitment. To this end, our plan includes initiatives such as targeted recruitment efforts to attract a diverse pool of candidates, and regular assessment of staff development success to measure our progress and make necessary adjustments.

The Office of Cultural Change with the Department of Administrative Services will play a pivotal role in the success of this plan, as a partner providing support and resources to ensure that our DEI efforts are both effective and sustainable. By collaborating closely with the Office of Cultural Change, we will continuously refine our strategies to meet the evolving needs of our workforce and community.

Furthermore, we are committed to fostering an environment where open dialogue and mutual respect are paramount. We encourage all employees to actively participate in our DEI initiatives, allowing us to create a more inclusive workplace. Our ultimate goal is to build an organizational culture where diversity is not just acknowledged but celebrated — and where every individual feels a sense of belonging and empowerment.

I am confident that with our collective efforts, we will create a more inclusive, equitable, and dynamic workplace. This Affirmative Action Plan represents our dedication to these principles and our resolve to implement them effectively.

Sincerely,

A handwritten signature in cursive script that reads "Janine Benner".

Janine Benner, Director

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Agency Overview

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 a safe, equitable, clean, and sustainable 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 resilience in the face of 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 activities align with the state of Oregon's five long-term focus areas:

- Providing service to every Oregonian in the state
- Sustaining excellence in state government
- Supporting responsible environmental stewardship
- Ensuring safer, healthier communities
- Maintaining a thriving Oregon economy



Agency Mission and Objectives

The Oregon Department of Energy helps Oregonians make informed decisions and maintain a resilient and affordable energy system. We advance solutions to shape an equitable clean energy transition, protect the environment and public health, and responsibly balance energy needs and impacts for current and future generations.

Our Values

- We listen and aspire to be inclusive and equitable in our work.
- We are ethical and conduct our work with integrity.
- We are accountable and fiscally responsible in our work and the decisions of our agency.
- We are innovative and focus on problem-solving to address the challenges and opportunities in Oregon's energy sector.
- We conduct our agency practices and processes in a transparent and fair way.

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Our Position

On behalf of Oregonians across the state, the Oregon Department of Energy achieves its mission by providing:

- **A Central Repository of Energy Data, Information, and Analysis:** We research, collect, and analyze data and information to inform state energy planning, regulation, program administration, and policy development.
- **A Venue for Problem-Solving Oregon's Energy Challenges:** We convene constructive conversations about Oregon's energy challenges and opportunities that consider a diverse range of perspectives, foster collaboration, and innovative solutions, and facilitate the sharing of best practices with consumers and partners.
- **Energy Education and Technical Assistance:** We provide technical assistance, educational resources, and advice to support policy makers, local governments, industry, energy partners, and the public in solving energy challenges and meeting Oregon's energy, economic, and climate goals.
- **Regulation and Oversight:** We manage the responsible siting of energy facilities in the state, regulate the transport and disposal of radioactive materials, and represent Oregon's interests at the Hanford Nuclear Site.
- **Energy Programs and Activities:** We manage and administer statutorily authorized energy programs to save energy, support the state's decarbonization efforts, make communities more resilient, and position Oregon to lead by example.

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Key Contacts

Agency Director

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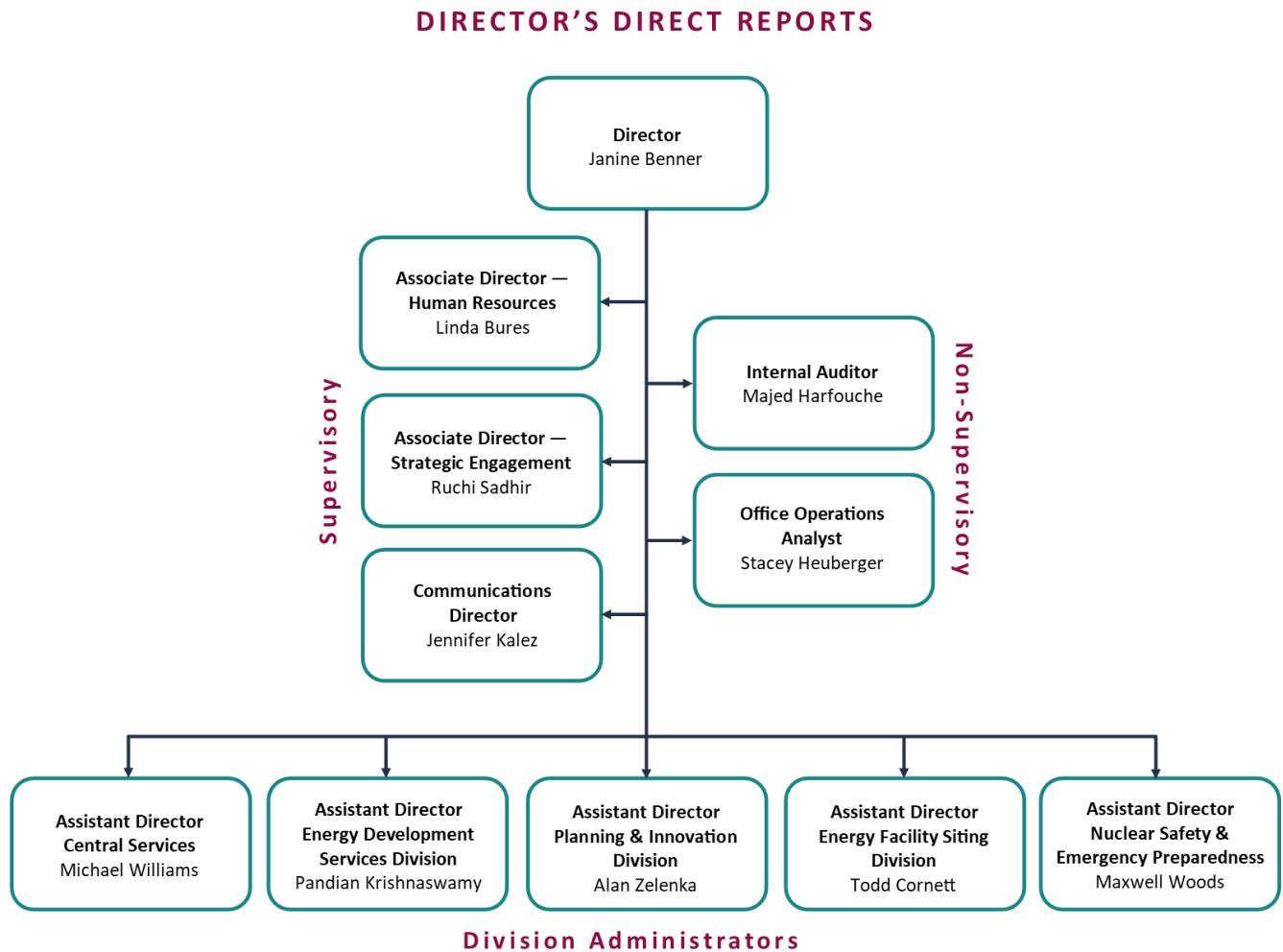
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Agency Organizational Chart



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Roles of Implementation of Affirmative Action Plan

The success of our Affirmative Action Plan (AAP) relies on the dedicated efforts of various roles within the agency. Each role has specific responsibilities to ensure that the principles of diversity, equity, inclusion, and belonging (DEIB) are integrated into all aspects of the agency's operations.

This section outlines the distinct duties of the Agency Director, Agency Supervisors, Agency Equity Leader, and Cultural Change Partner. By clearly defining these roles and their responsibilities, we aim to promote accountability and foster a collaborative environment where DEIB initiatives can thrive, ultimately leading to a more inclusive and equitable agency.

Roles and Responsibilities

Agency Director

- Provides overall leadership and direction for the implementation of the Affirmative Action Plan, ensuring compliance with all federal and state affirmative action and equal employment opportunity (EEO) laws, regulations, administrative rules, policies, and serves as the primary point of accountability for the agency's affirmative action and diversity initiatives.
- Allocates necessary resources, including budget and personnel, to support the AAP's goals and initiatives, ensuring that affirmative action and diversity efforts are adequately funded and staffed. Provides transparency in the agency's affirmative action efforts by communicating agency successes and areas for improvement.
- Promotes and supports training and development programs aimed at enhancing diversity, equity, inclusion, and belonging (DEIB) within the agency, ensuring that all employees, including supervisors, receive appropriate training on affirmative action and EEO principles.
- Fosters a culture of diversity, equity, inclusion, and belonging throughout the agency by leading by example in promoting and supporting DEIB initiatives and practices.
- Implements and supports equitable policies and practices to ensure all employees have access to necessary resources and support.

Agency Supervisors

- Implement the agency's affirmative action policies and procedures within their respective divisions or sections and ensure that all staff members are aware of and comply with affirmative action and EEO policies.
- Facilitate access to training and development opportunities that promote diversity, equity, inclusion, and belonging (DEIB) and encourage team members to participate in DEIB training programs. Ensure all employees complete agency orientation, positional onboarding, and required new employee training.
- Engage with the Agency Equity Leader to address and resolve any issues related to discrimination, harassment, or inequity promptly and effectively to ensure a safe and inclusive work environment for all employees.
- Incorporate affirmative action and DEIB objectives into annual goals and quarterly accountability

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feedback for their staff, holding team members accountable for contributing to the agency's affirmative action goals. Regularly communicate the importance of affirmative action and DEIB initiatives to their teams.

- Foster an inclusive work environment that values and respects the diverse backgrounds and perspectives of all employees and promotes the importance of a discrimination and harassment-free workplace. Evaluate subordinate supervisors on their ability to foster a diverse and respectful work environment, ensuring equitable access to necessary tools, support, accommodations for all team members to succeed, whether at the central worksite or in a remote work environment.

Agency Equity Leader

- Serves as a key advisor to the Agency Director and Executive Leadership on diversity, equity, inclusion, and belonging matters, providing guidance on integrating DEIB into all aspects of the agency's operations and culture. Acts as the primary liaison on behalf of the agency with the Office of Cultural Change.
- Develops and leads the agency's diversity, equity, inclusion, and belonging (DEIB) strategy, setting clear, measurable goals for DEIB initiatives in alignment with the agency's mission and objectives. Acts as the agency's primary contact to addresses issues, concerns, or complaints of harassment or discrimination, and investigates as appropriate.
- Designs and oversees DEIB programs, initiatives, and activities. Coordinates efforts to increase workforce diversity and enhance inclusion practices. This includes conducting regular assessments and analyses of the agency's DEIB efforts and reports on DEIB progress, challenges, and outcomes to the Agency Director and other appropriate partners.
- Creates and implements policies and procedures to promote equity and inclusion within the agency, reviewing regularly for unintended biases and ensuring policies comply with federal and state affirmative action and EEO laws, regulations, administrative rules, and policies.
- Stays informed about the latest trends, research, and best practices in DEIB, and implements innovative solutions and practices to advance the agency's DEIB objectives.
- Ensures that DEIB initiatives are effectively implemented and produce the desired outcomes while holding leadership accountable for achieving DEIB goals and maintaining an inclusive workplace. This includes ensuring executive leadership, supervisors, and staff understand their responsibility for promoting an equitable, respectful, diverse, and inclusive workforce environment – whether at the central workplace or in a virtual setting that supports the agency's hybrid workers – and attaining the goals in the agency's Affirmative Action Plan.

Cultural Change Partner

- Promotes awareness and understanding of diverse cultures and perspectives within the agency and supports training and development programs aimed at enhancing ongoing education and awareness of DEIB principles and practices.
- Collaborates with the Agency Equity Leader and other DEIB Leaders to ensure alignment of cultural change initiatives with broader DEIB goals and objectives. Celebrates and recognizes cultural diversity and ensures work practices promote inclusivity and equitable access to opportunities and resources for all employees.

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- Acts as a change agent within the agency, driving efforts to transform the organizational culture to be more inclusive and equitable by identifying and addressing resistance to cultural change, providing solutions and support to overcome barriers.
- Develops and implements strategic cultural change initiatives to support the agency's DEIB goals, communicates the importance and benefits of and benefits of cultural change initiatives to all levels of the agency, and advocates for policies and practices that promote an inclusive and equitable workplace culture.

2023-2025 Affirmative Action Progress Report

The agency has made significant progress toward the strategies and goals outlined in its 2023-2025 Affirmative Action Plan. These achievements reflect a dedicated effort to integrate diversity, equity, inclusion, and belonging principles into the agency's operations and align them with its overall strategic objectives.

Progress Toward 2023-2025 AAP Goals

Strategy 1: To be a leader for diversity, equity, and inclusion in the workplace by increasing awareness and support to ODOE Staff.

Goal 1: Encourage staff participation in educational offerings provided by the Office of Cultural Change and other diversity, equity, and inclusion development and training opportunities offered.

- The agency has heightened awareness of DEIB initiatives among staff, leading to increased participation in educational offerings provided by the Office of Cultural Change. Staff members are actively engaging in DEIB development and training opportunities, enhancing their understanding and commitment to DEIB principles.
- We have sought additional resources and partnerships to expand the range of DEIB training and development opportunities available to staff.

Goal 2: Continue to provide opportunities for the development of job-related skills to prepare staff for advancement.

- The agency has launched a Skill Share employee group, which facilitates the exchange of knowledge and skills among employees. This initiative has seen robust participation, fostering a collaborative environment and enabling staff to develop job-related skills through identified training opportunities and peer-to-peer learning.
- The agency continues to provide diverse opportunities for staff to develop job-related skills, including workshops and seminars. These efforts aim to prepare employees for career advancement and ensure they are equipped with the necessary skills to excel in their roles.

Goal 3: Ensure alignment between the work performed by employees and the agency's Affirmative Action Plan objectives when completing quarterly performance expectations.

- Diversity, equity, inclusion, and belonging objectives have been integrated into the supervisor's quarterly performance accountability review and feedback process. This

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integration ensures that the work performed by employees aligns with the Agency's Affirmative Action Plan objectives, fostering a more inclusive and equitable workplace.

- Managers incorporate DEIB objectives into their team's performance expectations, ensuring that all employees understand their role in supporting the agency's affirmative action goals. Regular reviews and feedback sessions help maintain this alignment and promote continuous improvement.

Strategy 2: Increase recruitment outreach to a diverse applicant pool and reduce bias in recruitment process.

Goal 1: Identify additional sources of diverse, qualified talent for our positions and engage in creating partnerships with professional organizations and institutions that support the needs of women, people of color, and other underrepresented groups.

- The agency has identified and engaged with additional sources of diverse, qualified talent. This includes creating partnerships with professional organizations and institutions that support the needs of women, people of color, and other underrepresented groups.
- These partnerships have enhanced our ability to reach a broader and more diverse candidate pool, ensuring that our recruitment efforts are inclusive and effective.

Goal 2: Review all position descriptions as they become vacant, or when revised, for inclusive and gender-neutral language, and review all job announcements prior to posting available positions for applicability of desired attributes to eliminate unintentional bias.

- All position descriptions are reviewed for inclusive and gender-neutral language as they come vacant or are revised. This ensures that our job descriptions are free from bias and accessible to all potential applicants.
- All job announcements are reviewed prior to posting to ensure the applicability of desired attributes and to eliminate unintentional bias. This thorough review process has evolved, with HR now creating desired attributes for each job posting to reflect the actual needs of the position accurately, thereby removing false barriers to entry.

Alignment with DEI Plan and Strategic Plan

- ODOE's Affirmative Action Plan aligns with the DEI Plan by reinforcing and advancing our commitment to an inclusive work environment through targeted recruitment, enhanced training, and equitable practices that collectively foster diversity, equity, and inclusion across the agency.
- The initiatives within the AAP are designed to support the DEI Plan's goals by ensuring that our hiring practices are equitable and inclusive. This involves implementing targeted recruitment strategies to attract diverse talent and reducing biases in the selection process.
- The AAP promotes a workplace culture where diversity, equity, inclusion, and belonging are central. By integrating DEI objectives into performance evaluations and accountability reviews, the AAP ensures that all employees and managers are actively contributing to a culture of inclusivity.

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- Training and development opportunities provided under the AAP further reinforce these values by equipping staff with the knowledge and skills needed to support DEI principles in their daily work.
- The alignment between our Affirmative Action Plan and the broader Strategic Plan is foundational to our commitment to building a more inclusive and equitable agency. Our strategic plan emphasizes the imperative to “Build Practices and Processes to Achieve More Inclusive and Equitable Outcomes,” with specific objectives aimed at enhancing diversity, equity, and inclusion (DEI) throughout the organization. The AAP is designed to support and advance these objectives, ensuring that our DEI efforts are not only strategic but also impactful.
- By aligning the AAP with the strategic plan’s imperatives, we are ensuring that our DEI efforts are comprehensive, targeted, and effective.

Leadership Evaluation Report

ODOE evaluates management personnel on their effectiveness in achieving affirmative action objectives as a component of their performance assessments. We have established clear objectives that prioritize equitable employment and advancement opportunities, ensuring that managers are held accountable for their contribution to these goals. Managers are evaluated on their effectiveness in promoting affirmative action objectives through observable behaviors and demonstrated commitment to the objectives. This includes their active participation in diversity initiatives, advocacy for underrepresented groups, and support for inclusive hiring practices.

Performance evaluations incorporate documented examples of managers’ actions to advance affirmative action goals, such as initiatives led, policies supported, and instances where diversity considerations were integrated into decision-making processes. Additionally, managers are encouraged to reflect on their role in promoting diversity and inclusion during regular discussions and quarterly evaluations. This reflection helps identify areas for growth and reinforces the importance of their contributions to achieving affirmative action goals.

Our approach emphasizes the importance of valuing and actively promoting diverse leadership within the agency. By integrating affirmative action objectives into performance evaluations, we ensure that managers understand their role in fostering an inclusive work environment. This approach not only ensures compliance with statutory requirements but also fosters a culture where diverse leadership is valued and actively promoted, ensuring accountability and continuous improvement.

Workforce Demographic Data and Analysis

Understanding the composition of our workforce is essential for evaluating our progress toward achieving our affirmative action and diversity, equity, inclusion, and belonging goals. This section presents a detailed analysis of the demographic data of the Oregon Department of Energy workforce. By examining metrics such as gender, race, age, disability, and other characteristics, we can identify trends, measure the effectiveness of our recruitment and retention strategies, and highlight areas where further improvement is needed. This data-driven approach allows us to make informed decisions and develop targeted initiatives to promote a more inclusive and equitable work environment. Through continuous monitoring and analysis, we aim to ensure that our workforce reflects the diverse communities we serve and that all employees have equal opportunities for advancement and professional growth.

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Demographic Workforce Data Tables as of June 30, 2023 & June 30, 2024

Employees by Reported Race/Ethnicity

Race/Ethnicity	June 30, 2023	
	Percent	Number
American Indian or Alaska Native (United States of America)	1.1%	1
Asian (United States of America)	6.8%	6
Black or African American (United States of America)	2.3%	2
Hispanic or Latino (United States of America)	4.5%	4
I do not wish to answer. (United States of America)	1.1%	1
Two or More Races (United States of America)	1.1%	1
White (United States of America)	83.0%	73
Total	100.0%	88

Race/Ethnicity	June 30, 2024	
	Percent	Number
American Indian or Alaska Native (United States of America)	1.0%	1
Asian (United States of America)	5.8%	6
Black or African American (United States of America)	3.8%	4
Hispanic or Latino (United States of America)	4.8%	5
I do not wish to answer. (United States of America)	1.9%	2
Two or More Races (United States of America)	1.9%	2
White (United States of America)	80.8%	84
Total	100.0%	104

Supervisors & Non-Supervisors

June 30, 2023		
Supervisor or Manager	Percent	Number
No	85.2%	75
Yes	14.8%	13
Total	100.0%	88

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June 30, 2024		
Supervisor or Manager	Percent	Number
No	86.5%	90
Yes	13.5%	14
Total	100.0%	104

Job Category

June 30, 2023		
EEO Job Category	Percent	Number
Administrative Support (Including Clerical Sales)	10.2%	9
Officials and Administrators	15.9%	14
Professionals	73.9%	65
Total	100.0%	88

June 30, 2024		
EEO Job Category	Percent	Number
Administrative Support (Including Clerical Sales)	9.6%	10
Officials and Administrators	16.3%	17
Professionals	74.0%	77
Total	100.0%	104

Reported Generation

June 30, 2023	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - current)		Millennials (1981 - 1996)		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	5.9%	1	0.0%	0	0.0%	0	0.0%	0	1.1%	1
Asian (United States of America)	0.0%	0	5.4%	2	0.0%	0	12.5%	4	6.8%	6
Black or African American (United States of America)	0.0%	0	0.0%	0	0.0%	0	6.3%	2	2.3%	2

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Hispanic or Latino (United States of America)	0.0%	0	0.0%	0	50.0%	1	9.4%	3	4.5%	4
I do not wish to answer. (United States of America)	5.9%	1	0.0%	0	0.0%	0	0.0%	0	1.1%	1
Two or More Races (United States of America)	0.0%	0	2.7%	1	0.0%	0	0.0%	0	1.1%	1
White (United States of America)	88.2%	15	91.9%	34	50.0%	1	71.9%	23	83.0%	73
Total	100.0%	17	100.0%	37	100.0%	2	100.0%	32	100.0%	88

June 30, 2024	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	7.1%	1	0.0%	0	0.0%	0	0.0%	0	1.0%	1
Asian (United States of America)	0.0%	0	4.9%	2	25.0%	1	6.7%	3	5.8%	6
Black or African American (United States of America)	0.0%	0	0.0%	0	0.0%	0	8.9%	4	3.8%	4
Hispanic or Latino (United States of America)	7.1%	1	0.0%	0	25.0%	1	6.7%	3	4.8%	5
I do not wish to answer. (United States of America)	0.0%	0	0.0%	0	0.0%	0	4.4%	2	1.9%	2
Two or More Races (United States of America)	0.0%	0	0.0%	0	0.0%	0	4.4%	2	1.9%	2
White (United States of America)	85.7%	12	95.1%	39	50.0%	2	68.9%	31	80.8%	84
Total	100.0%	14	100.0%	41	100.0%	4	100.0%	45	100.0%	104

Reported Gender

June 30, 2023	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	2.3%	1	1.1%	1
Asian (United States of America)	8.9%	4	4.7%	2	6.8%	6

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Black or African American (United States of America)	0.0%	0	4.7%	2	2.3%	2
Hispanic or Latino (United States of America)	6.7%	3	2.3%	1	4.5%	4
I do not wish to answer. (United States of America)	0.0%	0	2.3%	1	1.1%	1
Two or More Races (United States of America)	2.2%	1	0.0%	0	1.1%	1
White (United States of America)	82.2%	37	83.7%	36	83.0%	73
Total	100.0%	45	100.0%	43	100.0%	88

June 30, 2024	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	2.0%	1	1.0%	1
Asian (United States of America)	5.7%	3	5.9%	3	5.8%	6
Black or African American (United States of America)	0.0%	0	7.8%	4	3.8%	4
Hispanic or Latino (United States of America)	7.5%	4	2.0%	1	4.8%	5
I do not wish to answer. (United States of America)	3.8%	2	0.0%	0	1.9%	2
Two or More Races (United States of America)	1.9%	1	2.0%	1	1.9%	2
White (United States of America)	81.1%	43	80.4%	41	80.8%	84
Total	100.0%	53	100.0%	51	100.0%	104

Reported Disability Status

June 30, 2023	No Reported Disability		Reported Disability		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	1	0.0%	0	1.1%	1
Asian (United States of America)	7.0%	6	0.0%	0	6.8%	6
Black or African American (United States of America)	2.3%	2	0.0%	0	2.3%	2
Hispanic or Latino (United States of America)	4.7%	4	0.0%	0	4.5%	4
I do not wish to answer. (United States of America)	1.2%	1	0.0%	0	1.1%	1
Two or More Races (United States of America)	1.2%	1	0.0%	0	1.1%	1
White (United States of America)	82.6%	71	100.0%	2	83.0%	73
Total	100.0%	86	100.0%	2	100.0%	88

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June 30, 2024	No Reported Disability		Reported Disability		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.0%	1	0.0%	0	1.0%	1
Asian (United States of America)	5.9%	6	0.0%	0	5.8%	6
Black or African American (United States of America)	3.9%	4	0.0%	0	3.8%	4
Hispanic or Latino (United States of America)	4.9%	5	0.0%	0	4.8%	5
I do not wish to answer. (United States of America)	2.0%	2	0.0%	0	1.9%	2
Two or More Races (United States of America)	2.0%	2	0.0%	0	1.9%	2
White (United States of America)	80.4%	82	100.0%	2	80.8%	84
Total	100.0%	102	100.0%	2	100.0%	104

Reported Veteran Status

June 30, 2023	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	1	0.0%	0	1.1%	1
Asian (United States of America)	7.2%	6	0.0%	0	6.8%	6
Black or African American (United States of America)	2.4%	2	0.0%	0	2.3%	2
Hispanic or Latino (United States of America)	4.8%	4	0.0%	0	4.5%	4
I do not wish to answer. (United States of America)	0.0%	0	20.0%	1	1.1%	1
Two or More Races (United States of America)	1.2%	1	0.0%	0	1.1%	1
White (United States of America)	83.1%	69	80.0%	4	83.0%	73
Total	100.0%	83	100.0%	5	100.0%	88

June 30, 2024	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.0%	1	0.0%	0	1.0%	1
Asian (United States of America)	6.0%	6	0.0%	0	5.8%	6
Black or African American (United States of America)	4.0%	4	0.0%	0	3.8%	4

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Hispanic or Latino (United States of America)	5.0%	5	0.0%	0	4.8%	5
I do not wish to answer. (United States of America)	2.0%	2	0.0%	0	1.9%	2
Two or More Races (United States of America)	2.0%	2	0.0%	0	1.9%	2
White (United States of America)	80.0%	80	100.0%	4	80.8%	84
Total	100.0%	100	100.0%	4	100.0%	104

Demographic Workforce Data Tables During

July 1, 2022 – June 30, 2023 & July 1, 2023 – June 30, 2024

Promotions by Reported Race/Ethnicity

July 1, 2022 – June 30, 2023		
Race/Ethnicity	Promotions to Other Agency	Count
Hispanic or Latino (United States of America)	2	2
White (United States of America)	3	3
Total	5	5

July 1, 2023 – June 30, 2024				
Race/Ethnicity	Promotion > Higher Salary Range	Promotion > Promotes Internally	Promotion > Employee Promotes to Other Agency	Count
Asian (United States of America)	0	2	0	2
White (United States of America)	2	6	2	10
Total	2	8	2	12

Supervisors & Non-Supervisors by Reported Race/Ethnicity

July 1, 2022 – June 30, 2023						
Race/Ethnicity	No		Yes		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	1.1%	1	0.0%	0	0.9%	1
Asian	4.2%	4	15.4%	2	5.6%	6
Black or African American	1.1%	1	7.7%	1	1.9%	2
Hispanic or Latino	3.2%	3	7.7%	1	3.7%	4

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I do not wish to answer	1.1%	1	0.0%	0	0.9%	1
Two or More Races	2.1%	2	0.0%	0	1.9%	2
White	87.4%	83	69.2%	9	85.2%	92
Total	100.0%	95	100.0%	13	100.0%	108

July 1, 2023 – June 30, 2024						
Race/Ethnicity	No		Yes		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	0.9%	1	0.0%	0	0.8%	1
Asian	5.4%	6	14.3%	2	5.7%	7
Black or African American	3.6%	4	7.1%	1	4.1%	5
Hispanic or Latino	3.6%	4	7.1%	1	4.1%	5
I do not wish to answer.	2.7%	3	0.0%	0	2.5%	3
Two or More Races	2.7%	3	0.0%	0	2.5%	3
White	81.1%	90	71.4%	10	80.3%	98
Total	100.0%	111	100.0%	14	100.0%	122

Supervisors & Non-Supervisors by Reported Gender

July 1, 2022 - June 30, 2023	Female		Male		Total	
Supervisor	Percent	Number	Percent	Number	Percent	Number
No	89.5%	51	86.3%	44	88.0%	95
Yes	10.5%	6	13.7%	7	12.0%	13
Total	100.0%	57	100.0%	51	100.0%	108

July 1, 2023 - June 30, 2024	Female		Male		Total	
Supervisor	Percent	Number	Percent	Number	Percent	Number
No	91.9%	57	90.0%	54	91.0%	111
Yes	8.1%	5	15.0%	9	11.5%	14
Total	100.0%	62	100.0%	60	100.0%	122

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New Hires by Reported Race/Ethnicity

July 1, 2022 – June 30, 2023														
	New Hire		Reemployment		LD > Other		LD > Project		LD > Workload		Temporary Hire > Workload		Total	
Race/ Ethnicity	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Asian	12.5%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	8.3%	2
Hispanic or Latino	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	1	4.2%	1
White	87.5%	14	100.0%	1	100.0%	2	100.0%	1	100.0%	3	0.0%	0	87.5%	21
Total	100.0%	16	100.0%	1	100.0%	2	100.0%	1	100.0%	3	100.0%	1	100.0%	24

July 1, 2023 – June 30, 2024										
	New Hire		Reemployment		LD > Other		LD > Workload		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#
Asian	9.1%	1	0.0%	0	0.0%	0	0.0%	0	3.0%	1
Black or African American	9.1%	1	0.0%	0	10.0%	2	0.0%	0	9.1%	3
Hispanic or Latino	9.1%	1	0.0%	0	0.0%	0	0.0%	0	3.0%	1
I do not wish to answer	9.1%	1	0.0%	0	0.0%	0	0.0%	0	3.0%	1
Two or More Races	9.1%	1	0.0%	0	0.0%	0	100.0%	1	6.1%	2
White	54.5%	6	100.0%	1	90.0%	18	0.0%	0	75.8%	25
Total	100.0%	11	100.0%	1	100.0%	20	100.0%	1	100.0%	33

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Employees Hired into Permanent Full-Time Positions by Job Category

July 1, 2022 to June 30, 2023								
	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	0%	0	0%	0	14.3%	2	8.7%	2
White (United States of America)	100%	6	100%	3	85.7%	12	91.3%	21
Total	100%	6	100%	3	100%	14	100%	23

July 1, 2023 to June 30, 2024								
	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	0%	0	0%	0	4%	1	3%	1
Black or African American (United States of America)	0%	0	25%	1	8%	2	9%	3
Hispanic or Latino (United States of America)	0%	0	0%	0	4%	1	3%	1
I do not wish to answer. (United States of America)	0%	0	0%	0	4%	1	3%	1
Two or More Races (United States of America)	0%	0	0%	0	8%	2	6%	2
White (United States of America)	100%	4	75%	3	72%	18	76%	25
Total	100%	4	100%	4	100%	25	100%	33

Employees hired into Permanent Full-Time Positions by Reported Gender

July 1, 2022 to June 30, 2023						
	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	7.7%	1	10.0%	1	8.7%	2
White (United States of America)	92.3%	12	90.0%	9	91.3%	21
Total	100%	13	100%	10	100%	23

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July 1, 2023 to June 30, 2024						
	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	0%	0	5.9%	1	3.1%	1
Black or African American (United States of America)	0%	0	17.6%	3	9.0%	3
Hispanic or Latino (United States of America)	6.3%	1	0%	0	3.1%	1
I do not wish to answer. (United States of America)	6.3%	1	0%	0	3.1%	1
Two or More Races (United States of America)	6.3%	1	5.9%	1	6.1%	2
White (United States of America)	81.3%	13	70.6%	12	75.6%	25
Total	100%	16	100%	17	100.0%	33

Employees hired into Permanent Full-Time Positions by Reported Disability Status

July 1, 2022 to June 30, 2023						
	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	8.7%	2	0%	0	8.7%	2
White (United States of America)	91.3%	21	0%	0	91.3%	21
Total	100%	23	0%	0	100%	23

July 1, 2023 to June 30, 2024						
	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	3.1%	1	0%	0	3.1%	1
Black or African American (United States of America)	9.0%	3	0%	0	9.0%	3
Hispanic or Latino (United States of America)	3.1%	1	0%	0	3.1%	1
I do not wish to answer. (United States of America)	3.1%	1	0%	0	3.1%	1
Two or More Races (United States of America)	6.1%	2	0%	0	6.1%	2
White (United States of America)	75.6%	25	0%	0	75.6%	25
Total	100%	33	0%	0	100%	33

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Employees hired into Permanent Full-Time Positions by Reported Veteran Status

July 1, 2022 to June 30, 2023						
Veteran Status	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	9.1%	2	0%	0	8.7%	2
White (United States of America)	90.9%	20	100%	1	91.3%	21
Total	100%	22	100%	1	100%	23

July 1, 2023 to June 30, 2024						
Veteran Status	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	3.1%	1	0%	0	3.1%	1
Black or African American (United States of America)	9.0%	3	0%	0	9.0%	3
Hispanic or Latino (United States of America)	3.1%	1	0%	0	3.1%	1
I do not wish to answer. (United States of America)	3.1%	1	0%	0	3.1%	1
Two or More Races (United States of America)	6.1%	2	0%	0	6.1%	2
White (United States of America)	75.6%	25	0%	0	75.6%	25
Total	100%	33	0%	0	100%	33

2025-2027 Affirmative Action Plan

Our Approach to Advancing Affirmative Action Objectives

The Oregon Department of Energy’s 2025-2027 Affirmative Action Plan is designed to build on the progress achieved in previous years while setting ambitious new goals to further advance diversity, equity, inclusion, and belonging within the agency. Our approach focuses on strategic initiatives that address systemic barriers, promote an inclusive workplace culture, and ensure equitable opportunities for all employees. By integrating DEIB objectives into every aspect of our operations, from recruitment and retention to employee development and performance evaluation, we aim to create a dynamic and supportive environment where diversity is celebrated and all voices are heard. This plan is aligned with our broader DEI strategy and the agency’s overarching strategic goals, reinforcing our commitment to lead by example in promoting affirmative action and creating a more inclusive and equitable workplace.

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Goals

For our 2025-2027 biennium, the Oregon Department of Energy has set practical and impactful goals to advance our commitment to diversity, equity, inclusion, and belonging. These goals build on our achievements and introduce new strategies to enhance organizational culture and operational effectiveness.

Goal 1: Promote a Culture of DEIB

This goal will enhance understanding and practice of DEIB principles and improve employee feelings of inclusion and belonging, especially in virtual environments. It is intended to eliminate gaps in DEIB awareness and inclusivity and mitigate issues related to the perception of exclusion or lack of engagement.

Activities: An employee resource group we call the Equity & Inclusion Expedition Lab will focus on gaining employee feedback to enhance inclusivity and support a workplace culture that embodies diversity, equity, inclusion, and belonging, whether in person or virtually. This includes understanding how employees feel included and like they belong with less physical contact throughout the agency. ODOE will gather employee feedback on their experiences and perceptions of inclusion, and develop strategies to enhance virtual engagement and inclusivity.

Goal 2: Foster Employee Engagement and Collaboration

This goal will enhance employee camaraderie, communication, and teamwork. It serves to improve internal communication and collaborative efforts among employees, and removes barriers to effective team-building and recognition within the agency.

Activities: An employee resource group we call All-Staff Connection Crew will organize regular events and activities designed to build camaraderie and foster communication and teamwork among employees. An Appreciation Ambassadors group will develop programs to celebrate employee contributions and cultivate a culture of recognition and appreciation. This will improve internal communication through collaborative projects and team-building exercises facilitated by all the Innovation Labs.

Goal 3: Engage Staff in Career Development

This goal will enhance employee skills and career growth opportunities and align employee development needs and available training resources. It will eliminate gaps in skill development and mitigate challenges related to training and development opportunities.

Activities: An employee resource group we call the Skill Share Squad will engage staff to identify areas of development that are most beneficial to the agency as a whole. They will conduct surveys and host meetings to gather input on desired skill development. They will work with the training committee to identify and engage training vendors that can address identified skill gaps while adhering to policies and procedures.

Outcomes or Results

Outcome 1: Enhanced DEIB Awareness and Competency:

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The efforts of the Equity & Inclusion Expedition team will lead to improved employee understanding of DEIB principles and increased feelings of inclusion and belonging. In the long-term it will result in a more inclusive work culture where DEIB is deeply embedded in daily practices.

Outcome 2: Increased Employee Engagement and Collaboration:

The activities of the All-Staff Connection Crew and Appreciation Ambassadors will promote a culture of collaboration and increase participation in engagement and recognition initiatives. This will lead to improved teamwork and communication. It will create a sustained culture of collaboration and mutual support, enhancing employee engagement and satisfaction.

Outcome 3: Improved Career Development and Knowledge Sharing:

The initiatives led by the Skill Share Squad will provide employees with opportunities for growth and development. This will provide enhanced employee retention and career progression, contributing to a more skilled and engaged workforce.

Measures

Measure 1: DEIB Engagement and Feedback:

Track participation in surveys and focus groups conducted by the Equity & Inclusion Expedition Lab. Collect feedback to assess the effectiveness and impact of strategies on employee inclusion and belonging.

Measure 2: Engagement in Innovative Labs:

Monitor participation rates and activities within the All-Staff Connection Crew and Appreciation Ambassadors. Evaluate the effect these teams have on employee engagement, communication, and collaboration.

Measure 3: Career Development Metrics:

Track the number of employees providing input on desired skill development through the Skill Share Squad. Measure the uptake of training and development opportunities provided by vendors. Monitor career progression and development within the agency.

Implementation

Implementation 1: DEIB Promotion through Equity & Inclusion Expedition Lab:

Equity & Inclusion Lab members will conduct surveys and focus groups to gather employee feedback on inclusion and belonging, and develop and implement strategies based on feedback to enhance virtual and in-person engagement. The Agency Equity Leader will lead the development and execution of DEIB strategies and initiatives, and the agency director will provide oversight and support for them. Managers will ensure team participation and adherence to DEIB initiatives, and the Affirmative Action Representative will monitor and report on DEIB integration effectiveness.

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Implementation 2: Employee Engagement through All-Staff Connection Crew and Appreciation Ambassadors:

Members of the All-Staff Connection Crew and Appreciation Ambassadors will track event participation and recognition outcomes, with regular updates to the Agency Equity leader. The Agency Equity Leader will oversee the coordination of engagement and recognition programs and evaluate their effectiveness. The Director will provide resources and support and champion engagement and recognition efforts. Managers will encourage team involvement and provide feedback on engagement activities, and the Affirmative Action Representative will ensure alignment with affirmative action goals and assess the impact of engagement activities.

Implementation 3: Career Development through Skill Share Squad:

Members of the Skill Share Squad will monitor the implementation of development programs and identify vendors for training opportunities. The Director will allocate resources and provide strategic direction for career development initiatives. The agency Equity Leader will guide the Skill Share Squad in identifying and implementing effective training solutions and evaluate their effect on career development. The Affirmative Action Representative will ensure that development opportunities align with affirmative action objectives and policies. Managers will support staff participation in development programs and provide feedback on training effectiveness.

Strategic Objectives

Foster an Inclusive Workplace Culture: Cultivate a workplace environment that actively promotes diversity, equity, inclusion, and belonging. Ensure that all employees feel valued, included, and engaged, regardless of their work location.

Enhance Employee Engagement and Collaboration: Strengthen organizational cohesion by promoting effective communication, collaboration, and recognition. Create a supportive and engaged workforce that thrives on mutual respect and teamwork.

Support Continuous Professional Development: Provide opportunities for employees to identify and pursue skill development that aligns with both personal and organizational needs. Enhance overall workforce capabilities and job satisfaction through targeted development initiatives.

Supporting Affirmative Action

Complaint Process

The Oregon Department of Energy is committed to maintaining a workplace free from discrimination, harassment, and retaliation. ODOE adheres to statewide policy for addressing complaints related to discrimination, workplace harassment, workplace intimidation, sexual harassment, and sexual assault. Employees are encouraged to report any concerns related to these issues in accordance with the Department of Administrative Services (DAS) Statewide Policy 50.010.01 and ODOE Policy EMP-12, Discrimination and Harassment Free Workplace policies.

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Informal/Formal Process

Anyone who is subject to or aware of behavior they believe to be discrimination, workplace harassment, workplace intimidation, sexual harassment, or sexual assault should report it. Reports can be made to the designated individual or alternate within the agency. Additionally, report may be made to an immediate supervisor, another manager, the human resources section, the director, or DAS CHRO. A report of discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault is considered a complaint. Any supervisor, manager or agency representative receiving a complaint must promptly notify the designated individual or alternate within the agency.

Upon receiving a report, the designated individual or alternate provides a copy of the agency and statewide policy to the complainant. The designated individual maintains appropriate records of all complaints. Complaints may be made orally or in writing. Complaints should ideally be reported within five (5) years of the occurrence. However, failure to report within the period does not absolve the agency of its responsibility to investigate.

Formal complaints can also be filed with the Bureau of Labor and Industries and the Equal Employment Opportunity Commission.

The agency's primary designated individual is the Associate Director of Human Resources, if they are unavailable for more than one business day, the agency has assigned the Agency Director as alternate individual.

Contact Information

Designated Individual:

Linda Bures
Associate Director, Human Resources
550 Capitol St NE, Salem, OR 97301
(503) 400-0926

Alternate Individual:

Janine Benner
Director, Oregon Department of Energy
550 Capitol St. NE, Salem, OR 97301
(503) 378-4040

Complaint Information (intake, processing, timeframe, procedure)

Intake: Complaints can be submitted orally or in writing. Employees must provide detailed information about the incident, including date, time, location, parties involved (including witnesses), and a description of the incident.

Processing: Upon receipt, the complaint is reviewed by the Associate Director of Human Resources. An initial assessment is made to determine the need for further investigation.

Timeframe: The primary designated individual will acknowledge receipt of the complaint within one business day, if they are unable to receive the complaint the agency's alternate delegate will acknowledge receipt of the complaint. A preliminary investigation will be conducted within 30 days, followed by a full investigation if necessary.

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Procedure: The formal complaint procedure includes:

- Initial Assessment: Determine if the complaint falls under EEO/AA polices
- Investigation: Conduct interviews, collect evidence, and document findings
- Resolution: Propose and implement corrective action if a policy violation is found
- Follow-up: Monitor the situation to ensure compliance and prevent retaliation

Succession Plan

The Oregon Department of Energy is dedicated to ensuring the continuity of its leadership and the effective operation of its programs through a comprehensive succession plan. This plan is designed to identify and develop future leaders within the agency to ensure that key positions are filled with qualified, prepared individuals. By focusing on talent assessment, career development, and strategic workforce planning, ODOE's succession plan supports the agency's commitment to maintaining a diverse, equitable, and inclusive workplace. This proactive approach not only prepares the agency for future transitions but also promotes professional growth and development opportunities for all employees. Furthermore, the succession plan is closely interwoven with the agency's Strategic Plan, DEI Plan, and Affirmative Action Plan, reinforcing our holistic approach to fostering an inclusive culture and driving sustainable organizational success.

Contracts and Procurement

As the Oregon Department of Energy's work primarily involves collaborating with public bodies under statutory or other mandated requirements, many of these engagements are not open to competition. Consequently, the agency had very few contracting opportunities for COBID-certified firms during the 2023-2024 period.

However, ODOE has been proactive in awarding grants that incorporate an equity component. These grants, offered through competitive opportunities, require applicants to detail how their projects will benefit disadvantaged communities.

The Oregon Department of Energy actively supports business with minority and women-owned enterprises through three primary avenues:

- Engaging minority and women-owned businesses for direct services needed by the agency.
- Procuring necessary goods and services from these businesses.
- Certifying qualified contractors to perform services for program participants, such as schools needing certified energy audits or commissioning services.

It is important to note that a significant portion of the agency's contracts are interagency or intergovernmental, which do not qualify for COBID status. Additionally, many contracts are made through mandatory-use price agreements. Nonetheless, the Oregon Department of Energy remains committed to exploring new opportunities to involve COBID firms in future contracting efforts.

During the current period, the agency has taken several steps to enhance outreach to COBID-certified businesses and will continue these efforts to ensure equitable access across all agency programs:

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- The agency's Designated Procurement Officer (DPO) has actively engaged with the State's Business Equity and Inclusion Committee to both learn about and contribute to the development of the COBID plan and related resources for the state.
- ODOE's procurement staff regularly attend events such as the Governor's Marketplace, DAS's Reverse Vendor Trade Shows, Partners in Public Procurement, and other forums that foster connections between government procurement and the public.
- For open procurements, the agency's procurement team actively contacts firms that are known to be COBID-certified or are likely eligible for certification to notify them of available opportunities.
- ODOE's procurement practices include a requirement for agency requestors to meet with the contracts officer before submitting a request. A key agenda item in these meetings is an educational discussion about COBID and a review of potential COBID-certified firms that could meet the agency's needs. This approach helps to integrate COBID awareness across the entire agency.

The responsibility for implementing the Affirmative Action Plan in the context of contracts rests with the DPO. The DPO will ensure that procurement staff are consistently including COBID firms in the bidding process and informing them of open solicitations. The contracts officer will reach out to firms likely to qualify for COBID certification and encourage them to register. Additionally, the DPO will continue their involvement with the Business Equity and Inclusion Committee and oversee the required COBID reporting.

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Appendix A: Affirmative Action Related Policies and Resources

ODOE Policies and Resources:

- Americans with Disabilities Act and Reasonable Accommodation in Employment Policy (PER-03)
- Discrimination and Harassment Free Workplace Policy (EMP-12)
- Training and Development Policy (DEV-02)
- Veteran’s Preference in Employment Policy (EMP-15)

State Policies and Resources:

- Affirmative Action Policy (ORS 182.100)
- Policy of affirmative action and fair and equal employment opportunities and advancement (ORS 243.305)
- Unlawful Discrimination in Employment, Public Accommodations and Real Property Transactions; Administrative and Civil Enforcement (ORS 659A.012, 659A.015)
- Statewide Diversity, Equity, and Inclusion Action Plan
- Executive Order 22-11
- ADA and Reasonable Accommodation Policy (Statewide policy 50.020.10)
- Discrimination and Harassment Free Workplace (Statewide policy 50.010.01)
- Duties of Administrator (ORS 240.145)
- Rules Applicable to Management Services (ORS 240.250)
- Recruitment and Selection (Statewide policy 40.010.02)
- Veterans Preference in Public Employment (ORS 408.230)
- Equal Opportunity and Affirmative Action Rule (105.040.0001)

Federal Policies and Resources:

- 2023 EEO-4 Data Collection Instruction Booklet (eeocdata.org)
- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963
- Title VII of the Civil Rights Act of 1964
 - National Origin Discrimination
 - Discrimination
 - Race/Color Discrimination
 - Religious Discrimination
 - Sex-Based Discrimination
 - Sexual Harassment
- Retaliation Title VII of Civil Agency Affirmative Action Policy
- Executive Order 11246 (OFCCP regulations)

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FOR MORE INFORMATION

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