



AFFIRMATIVE ACTION AND DIVERSITY, EQUITY & INCLUSION ACTION PLAN

2027-2029

Oregon Real Estate Agency



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Oregon

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RE: 2027-2029 Affirmative Action Plan

The Oregon Real Estate Agency (OREA) is pleased to submit our 2027-2029 Affirmative Action/Diversity, Equity, and Inclusion Plan.

OREA's mission is to provide quality protection for Oregon consumers of real estate, escrow, and land development services, balanced with a professional environment conducive to a healthy market atmosphere. As a part of this mission, we are building an inclusive and diverse Agency, reflective of the Oregonians we serve.

OREA is committed to diversity and continuing our efforts of creating and maintaining a workforce that parallels the diverse population of Oregon. In doing so, it is imperative that OREA provides a work environment that is positive, respectful, safe, and free from harassment and discrimination of any kind.

In addition, we are committed to integrating diversity and inclusion into how we conduct business to better serve the diverse citizens of Oregon.

Enclosed please find the updated Oregon Real Estate Agency Affirmative Action Plan for the 2027-2029 Biennium for your review and consideration.

If you have any questions or need additional information, please contact Mesheal Tracy, the Agency's AA/DEI Representative, at (971) 719-3544.

Steve Strobe

Real Estate Commissioner

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Introduction

The Oregon Real Estate Agency (OREA) submits this Affirmative Action and Diversity, Equity, and Inclusion (AA-DEI) Plan for the 2027–2029 biennium in accordance with ORS 659A.012 and the guidance provided by the Department of Administrative Services (DAS). This plan reflects OREA's ongoing commitment to equal employment opportunity, inclusive workplace practices, and meaningful engagement with diverse communities throughout Oregon, consistent with Executive Order 22-11, which reaffirms the State of Oregon's commitment to diversity, equity, and inclusion in the workplace and to addressing the effects of past discriminatory practices in state employment.

As a small agency of 29 employees, OREA continues to integrate its Affirmative Action Plan within its broader DEI framework to reduce duplication, strengthen alignment with agency objectives, and support practical implementation. The plan includes required elements such as the Progress Report for the 2025–2027 biennium, the Leadership Evaluation Report, complaint procedures, roles and responsibilities for plan implementation, contracting data, and the goals and strategies for the 2027–2029 biennium.

The strategies outlined in this plan aim to enhance stakeholder engagement, expand development pathways as hiring opportunities arise, and strengthen OREA's internal culture of inclusion. Consistent with EO 22-11 and ORS 659A.012, these efforts support OREA's mission to serve the diverse population of Oregon by fostering a workforce and organizational culture that values fairness, respect, integrity, and a sense of belonging.

1. AGENCY OVERVIEW

Mission Statement

The mission of the Oregon Real Estate Agency (OREA) is to provide quality protection for Oregon consumers of real estate, escrow, and land development services, balanced with a professional environment conducive to a healthy market atmosphere.

Who We Are

OREA is a stand-alone Executive Branch Agency of the State of Oregon charged with administering professional real estate licensing and regulating Oregon real estate license law (ORS Chapter 696).

The Real Estate Commissioner, who is appointed by the governor and an employee of the state, directs the Agency. The Commissioner oversees the administration of the Agency and is responsible for assessing sanctions for license law violations.

The Oregon Real Estate Board is an advisory board. Its nine members are appointed by the governor. The Board's duties include:

- Advising the Commissioner and the Governor's office regarding real estate industry matters.
- Reviewing proposed administrative rules.
- Reviewing experience waver requests from principal broker applicants and determining if the applicants have experience equivalent to three years of active license experience.
- Making recommendations about the license examination process.
- Reviewing and determining if continuing education provider applicants are qualified for certification.

Our Values

- Equity
- Respect
- Transparency
- Adaptability & Innovation
- Stewardship & Customer Service
- Accountability

Our Strategic Goals

- Ensure equity in the application of laws and rules.
- Increase accessibility and reduce barriers in licensing and information to consumers.
- Improve operational efficiency

Our Guiding Principles

Regulatory Effectiveness

(Appropriateness and Adaptability to Change)

We regulate from a perspective of consumer and licensee impact. We are dedicated to adaptability as real estate practice evolves. In collaboration with our stakeholders, we continually evaluate our governing regulatory framework, within the context of the current market atmosphere.

Operational Excellence (Innovation & Stewardship)

As stewards of licensing fees, to fund Agency operations, we are responsible for conducting business efficiently and effectively. We implement innovative, cost-effective tools that deliver a measurable return on the investment.

Service Driven (Equity & Transparency)

We believe that equity is foundational to our purpose. We aim to provide all who engage with the Agency an opportunity to be heard and understood, providing transparency, resources, and assistance in a timely and thoughtful manner.

Professionalism

(Customer Service Excellence, Accountability & Respect)

In all aspects of our work, we are accountable to the public, licensees and all of our stakeholders. We maintain an environment of inclusion, showing respect for all parties we engage with. We provide accurate information, consistently and reliably.

Workforce Snapshot

As of June 30, 2025, the Oregon Real Estate Agency employed 32 staff. OREA is a small agency with low turnover and limited hiring activity during the 2025–2027 biennium. Based on available Workday data, the agency’s workforce composition was:

- 71% women employees
- 75% women in officials and managers
- 100% women in lead worker roles
- 18% employees identifying as people of color
- 6.5% veteran employees

Due to OREA’s small size and narrow operational scope, hiring opportunities are limited, and workforce demographics tend to remain stable over time. The agency continues to apply inclusive recruitment practices when position vacancies occur.

2. CONTACTS

Oregon Real Estate Commissioner

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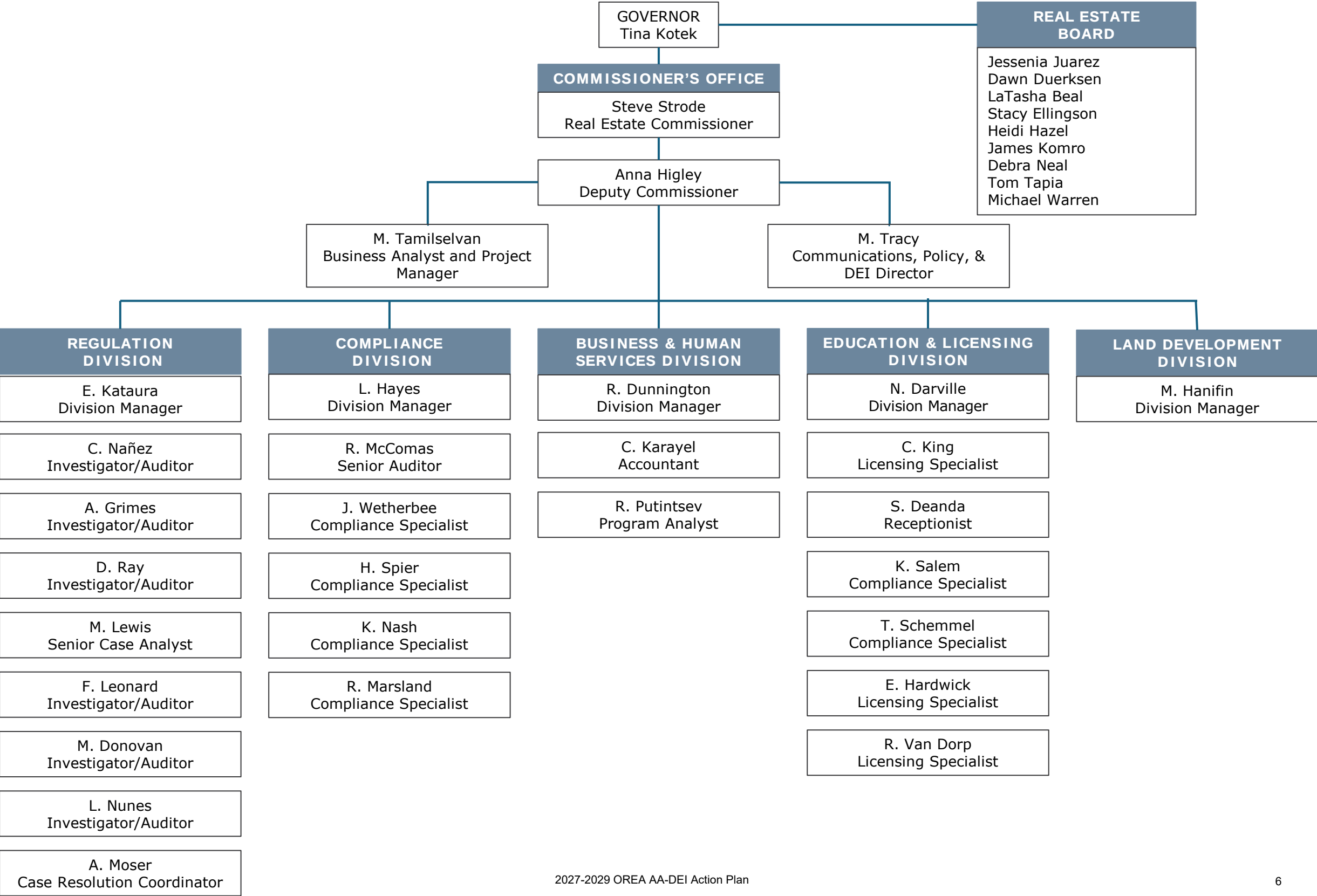
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3. ORGANIZATIONAL CHART



4. ROLES FOR IMPLEMENTATION

Executive Leadership (Commissioner and Deputy Commissioner)

The Commissioner provides overall leadership for OREA's Affirmative Action and DEI efforts and ensures alignment with the agency's mission and statewide equity priorities. The Deputy Commissioner has direct oversight of management personnel and is responsible for ensuring AA-DEI expectations are consistently integrated into supervisory practices. Executive leadership supports the implementation of this plan through clear communication of responsibilities, accountability for progress, and reinforcement of inclusive workplace expectations.

Communications, Policy, and DEI Director (Affirmative Action Representative)

The Communications, Policy, and DEI Lead coordinates OREA's AA-DEI Plan and serves as the agency's Affirmative Action Representative. Responsibilities include developing and maintaining the AA-DEI Plan, monitoring progress, reporting to DAS, leading DEI communication efforts, supporting AA-DEI training, and strengthening relationships with DEI-centered industry affinity groups. This role also supports improvements to AA-DEI performance guidance for managers and acts as a central resource for inclusive stakeholder engagement.

Business and Human Resources Manager

The HR Manager ensures AA-DEI compliance in personnel processes, including recruitment, onboarding, retention, performance management, and complaint procedures. The HR Manager collaborates on refining AA-DEI-related performance guidance, supports updates to exit/stay interview tools, and will assist in ensuring management position descriptions and evaluation materials reflect clear AA-DEI expectations.

Managers and Supervisors

Managers and supervisors are responsible for implementing AA-DEI responsibilities within their teams. This includes fostering inclusive workplace practices, supporting DEI communication efforts, participating in statewide DEI and leadership development resources as appropriate, and applying documented AA-DEI expectations consistently in supervisory activities and performance evaluations. Managers will be accountable for understanding and fulfilling AA-DEI responsibilities outlined in their position descriptions.

All OREA Employees

All employees contribute to OREA's AA-DEI goals by upholding agency values, participating in inclusive workplace practices, engaging with DEI communication and learning opportunities, and applying nondiscriminatory practices in their day-to-day work.

5. 2025-2027 BIENNIUM PROGRESS REPORT

Progress toward Previous Strategies and Goals

OREA's efforts to advance its Affirmative Action goals during the 2025–2027 biennium were sustained despite challenges related to cost reductions, holding positions vacant, and limited hiring opportunities.

The agency maintained progress in DEI-focused external engagement, inclusive culture initiatives, and stakeholder partnerships. OREA will continue refining outreach, evaluation, and implementation practices in the 2027–2029 biennium.

Goal 1: Foster Diversity and Inclusion in Stakeholder Engagement; Reduce Barriers to Entry

OREA made progress toward strengthening diversity and inclusion in stakeholder engagement.

With the hiring of the Communications, Policy, and DEI Director, responsibility for DEI-centered external engagement transitioned from executive leadership, continuing the agency's efforts in strengthening stakeholder engagement.

The director attended events hosted by the LGBTQ+ Real Estate Alliance, Oregon Realtists (National Association of Real Estate Brokers), and NAHREP Western Oregon (National Association of Hispanic Real Estate Professionals). These engagements support the objective establishing relationships with at least three affinity groups.

OREA continued efforts to broaden representation in its workgroups and other industry-facing activities by intentionally inviting a diverse cross-section of licensees and stakeholders to participate. These invitations consistently include individuals representing a variety of professional backgrounds, lived experiences, and real estate market segments.

However, progress toward increasing measurable diversity on workgroups is limited by the agency's current data environment. OREA does not currently track demographic characteristics of licensees who accept workgroup participation invitations. Therefore, the agency is unable to determine with certainty whether the diversity of workgroup participants has increased due to targeted outreach efforts.

The agency recognizes this limitation and will continue refining its approach to inclusive engagement within available resources.

Goal 2: Increase Representation of Diverse Employees

OREA's progress toward increasing workforce representation was constrained by cost-reduction measures and very low turnover.

Efforts to reinstate and expand a student worker program have been delayed. While this pathway remains an important future strategy for improving access for underrepresented groups, OREA has been unable to implement a student worker program during the current biennium. The agency intends to revisit this initiative when hiring capacity improves.

OREA explored options for establishing mentorship partnerships with larger state agencies; however, no suitable cross-agency mentorship program has been identified. Through this process, OREA became aware of DAS's existing mentorship programs for emerging managers and project managers. These programs provide professional development pathways that may benefit OREA employees. The agency will begin sharing information about these DAS opportunities with staff.

With the hiring of the Administrative and Human Resources Manager, the agency can better direct retention data gathering, including exploring enhancements to the exit interview process. These activities support the intent to better understand and address retention challenges faced by diverse employees once hiring activity resumes.

Goal 3: Improve the Culture of Inclusion

OREA made consistent progress toward improving its culture of inclusion. The Communications, Policy, and DEI Lead developed ongoing internal DEI communication, including monthly DEI-focused newsletter content and regular promotion of external learning opportunities for staff. These efforts support OREA's objective to implement a comprehensive DEI communication strategy.

The agency continued offering DEI-centered learning opportunities to managers and staff, fulfilling the intent of facilitating DEI training with emphasis on inclusive leadership practices. The annual Gallup Employee Engagement Survey provided ongoing measurement of workplace belonging and inclusion.

OREA determined that establishing an internal ERG would not be effective given the agency's small size. Through informal conversation, OREA identified a point of contact at a larger state agency who indicated OREA staff may be able to participate in that agency's existing ERGs. OREA has not yet followed up on this contact due to competing priorities. The agency intends to reach out and explore this opportunity by the end of the 2027–2029 biennium, with the Communications, Policy, and DEI Director leading the outreach. Should a partnership be established, OREA will also confirm any procedural requirements for staff participation in an external agency's ERG.

Alignment with DEI and Strategic Plans

As a small agency, OREA combines its Affirmative Action and DEI efforts into a single plan, ensuring that workforce equity, inclusive stakeholder engagement, and culture-of-belonging initiatives are pursued as one integrated strategy rather than parallel, disconnected efforts. This integrated approach directly supports the agency's broader strategic goals around equity, accessibility, and stewardship and reflects OREA's Guiding Principles and Strategic Goals.

Leadership Evaluation Report

As required under ORS 659A.012

Overview

The Oregon Real Estate Agency incorporates Affirmative Action (AA) objectives into its management practices through a combination of documented responsibilities, annual position description review, HR guidance, and structured plan updates. These practices create recurring touchpoints where managers receive clarification about AA expectations and their role in fostering an inclusive workplace.

However, the agency acknowledges areas for improvement regarding the explicit integration of AA objectives into Performance Accountability and Feedback (PAF) evaluations.

To close this gap, OREA will incorporate AA-DEI criteria into manager position descriptions and PAF templates during the 2027 PD review cycle, with evaluation language in place for all managers by the start of 2028.

How AA Objectives Are Communicated to Managers

AA responsibilities are communicated to managers through the following established processes:

- The agency's AA-DEI Plan, which includes the agency's AA objectives, is distributed to the management team and reviewed during management meetings.
- The AA-DEI Plan is posted publicly on the agency website and internally on the shared drive, ensuring access for all managers.
- Manager position descriptions (PDs) include AA and DEI responsibilities; PDs are reviewed with each manager annually, creating a recurring point of communication.
- HR provides direct guidance to managers around AA obligations during recruitment, hiring, annual PD reviews, and biennial plan updates.

How Managers Understand AA Expectations Within Evaluations

At this time, the agency has not yet explicitly communicated to managers that their effectiveness in achieving AA objectives will be evaluated as part of their PAF performance evaluation criteria. This gap was identified during the CHRO review, and the Agency is committed to addressing it as an improvement area.

Managers currently rely on:

- The AA-DEI Plan
- Annual PD reviews
- HR guidance
- Quarterly PAF check-in templates that include culture and inclusion prompts

This provides a foundation, but the agency recognizes that further work is needed to formalize and standardize AA-related performance criteria. OREA will incorporate explicit AA-DEI criteria into manager PDs and PAF templates during the FY2028 PD review cycle.

Training and Coaching Provided to Managers

Managers are required to complete:

- DAS Foundational Manager Training
- Performance, Accountability, and Feedback Training

These include components related to cultural competency and equitable supervision.

The agency measures management effectiveness broadly through:

- Quarterly PAF check-in completion reports
- Gallup engagement survey results (belonging, inclusion)
- Biennial review of workforce demographic indicators in Workday

However, the agency does not yet have formal AA specific training outcome measures. This is an identified area for future development.

How AA Objectives Are Applied in the PAF Process

Managers currently use the AA-DEI Plan, annual position description reviews, human resources guidance, and quarterly PAF check-in templates that include culture and inclusion prompts. This provides an indirect but consistent alignment between AA principles and the supervisory evaluation process.

The agency acknowledges the absence of a formal mechanism translating AA plan objectives into individual, measurable evaluation elements within each manager's PAF.

To address this gap, OREA will incorporate explicit AA-DEI performance criteria into manager position descriptions and PAF evaluation templates during the agency's next annual PD review cycle (FY2028), with the goal of having AA-specific evaluation language in place for all managers by the start of the 2027–2029 biennium's second year. The Business and Human Resources Manager, in coordination with the Communications, Policy, and DEI Director and the Deputy Commissioner, will lead this effort and report progress through the agency's regular quarterly PAF check-in process.

Consistency in Manager Evaluations

Because the agency is small (29 FTE) and functions with a lean leadership structure, evaluators have broad roles and overlapping responsibilities. This structure contributed to the gaps identified in the CHRO compliance review regarding AA specific evaluation requirements, which had not been explicitly identified prior to the review.

The agency is committed to ensuring more consistent inclusion of AA objectives moving forward.

Documentation and Recordkeeping

- PAF evaluations are stored in Workday.
- The agency tracks whether evaluations are completed.HR guidance
- However, the agency does not yet have a process to verify that AA objectives are addressed within those evaluations or to review retained records for AA content completeness.

Establishing this review process is an identified next step and improvement area.

6. 2027-2029 AFFIRMATIVE ACTION - DEI ACTION PLAN

Goal 1: Enhance Diversity and Inclusion in Stakeholder Engagement

Strategy	Strengthen inclusive stakeholder engagement by maintaining relationships with DEI-centered affinity groups and continuing outreach that broadens the mix of licensees invited to participate in agency workgroups.
Outcomes	• Sustained engagement with diverse real estate communities and affinity groups. • Transparent and inclusive invitation practices that encourage broad participation in workgroups.
Measures	• Record of annual engagement activities with affinity groups (meeting attendance, outreach messages, partnership activities). • Documentation of workgroup invitation practices (e.g., number of licensees invited; description of outreach sources used). • Use of non-demographic indicators (e.g., professions, geographic areas, business types) to ensure invitations reach varied stakeholder segments.
Roles	• Communications, Policy and DEI Director • Commissioner's Office

Goal 2: Increase Representation Within Agency's Workforce

Strategy	Strengthen workforce development and retention insights through statewide professional development resources and improved internal tools, recognizing limited hiring opportunities.
Outcomes	• Increased awareness of DAS mentorship programs. • Improved exit/stay interview tools that generate clearer retention insights when turnover occurs. • Annual assessment of feasibility for a future student worker program. • Expanded internal development pathways (job rotation, shadowing, cross-divisional training) that build a broader pool of staff prepared for advancement.
Measures	• Number of OREA staff participating in DAS development programs. • Summary of insights gathered through updated exit/stay interview tools (as turnover occurs). • Annual determination of whether conditions support reinstating a student worker program. • Number of staff participating in job rotation, shadowing, or cross-divisional training annually, as tracked through the Succession Plan.
Roles	• Communications, Policy and DEI Director • Commissioner's Office • Business and Human Resources Manager

Goal 3: Improve the Culture of Inclusion

Strategy	Strengthen internal workplace culture through consistent DEI communication, inclusive leadership development, clear AA/DEI expectations for managers, exploration of feasible ERG participation, and accessible digital content.
Outcomes	• Consistent DEI communication to staff and leadership. • AA-DEI expectations in management PDs and PAF evaluation criteria. • Increased awareness of statewide DEI resources available to managers and staff. • External ERG participation opportunity established for OREA staff through partnership with another state agency • WCAG 2.1 AA accessibility compliance for all agency digital communications and public-facing materials, per the ADA Web Accessibility Rule.
Measures	• Number of DEI communications published yearly. • AA-DEI performance criteria incorporated into manager PDs and PAF templates during the 2027 PD review cycle, in place for all managers by the start of 2028. • Tracking of DEI resources shared with managers and staff . • Outreach to the identified external agency contact completed and ERG participation option evaluated by the end of the 2027–2029 biennium. • WCAG 2.1 AA compliance confirmed prior to the April 26, 2027, deadline.
Roles	• Communications, Policy and DEI Director • Deputy Commissioner • Business and Human Resources Manager

7. Complaint Options

OREA is committed to maintaining a respectful, professional, and discrimination-free workplace in accordance with:

- Statewide Policy 50.010.01 – Discrimination and Harassment Free Workplace
- Statewide Policy 50.010.03 – Maintaining a Professional Workplace

Employees may file complaints regarding discrimination, harassment (including sexual harassment), retaliation, or inappropriate workplace behavior through the process outlined below.

How to File a Complaint

1. Employees may make a complaint verbally or in writing.
2. The complaint should contain the following:
 - The name of the complainant and the name of the person that was subjected to the discrimination, workplace harassment, sexual harassment or sexual assault if they are not the same person.
 - Names of parties involved and any witnesses.
 - A specific and detailed description of the conduct or action the employee believes constitutes discrimination, workplace harassment, sexual harassment, workplace intimidation or sexual assault.
 - The date or time period in which the alleged conduct occurred.
 - A description of the desired remedy.
3. The complaint may be given to any of the following:

**Designated Individual/
Business and Human
Resources Manager**

Reba Dunnington

(971) 719-3406

reba.r.dunnington@rea.oregon.gov

**Alternate Designated
Individual/Deputy
Commissioner**

Anna Higley

(971) 719-0348

anna.higley@rea.oregon.gov

Managers/Supervisors

Employees may report concerns to any Agency manager or supervisor.

**DAS Chief Human
Resources Office**

Employees may report concerns directly to DAS CHRO.

Manager Responsibilities

Managers must exercise appropriate measures to prevent and promptly correct any discrimination, workplace harassment, sexual harassment or sexual assault they know about or should know about. Any manager receiving a complaint shall document the complaint and promptly notify the agency's Business and Human Resources Manager.

Intake and Initial Review

Upon receiving a complaint, the Business and Human Resources Manager will:

1. Acknowledge receipt of the complaint within five business days.
2. Identify whether the complaint involves:
 - Discrimination, harassment, or retaliation; or
 - Inappropriate workplace behavior
3. Inform the complainant about confidentiality limitations, and protections from retaliation.
4. Determine next steps, including whether a formal investigation is required.

Investigation and Resolution

For complaints involving discrimination, harassment, sexual harassment, or retaliation, OREA will follow procedures outlined in statewide policy 50.010.01. This includes:

- Providing a copy of the statewide policy 50.010.01 to the complainant
- Conducting a prompt, objective investigation
- Interviewing relevant individuals and reviewing documentation
- Maintaining confidentiality to the extent possible
- Keeping the employee informed of progress
- Preparing written findings and recommended corrective actions

For complaints involving inappropriate workplace behavior, the Business and Human Resources Manager, in consultation with the Deputy Commissioner, will ensure that supervisory action, coaching, or other interventions occur consistent with policy 50.010.03.

Final Determination and Follow-Up

The Deputy Commissioner and Commissioner will review formal findings and determine appropriate corrective action, if any. The complainant will be notified when the review and any necessary actions are complete.

Protection from Retaliation

OREA strictly prohibits retaliation against any individual who reports concerns in good faith or participates in an investigation. Employees who believe they have experienced retaliation should report it immediately to the employee's manager, another manager, the Business and Human Resources Manager, the Communications, Policy, and DEI Director, the Deputy Commissioner, the Commissioner, or the DAS Chief Human Resources Office.

8. SUCCESSION PLAN

OREA's succession plan builds internal bench strength for critical roles through training, shadowing, job rotation, and cross-divisional Lead Worker exposure. This prepares existing staff for advancement rather than relying solely on external hiring.

The plan explicitly ties these efforts to OREA's AA/DEI goals, citing shared initiatives such as leadership mentorship, dedicated staff training plans, and affinity-partner recruitment engagement as ways it strengthens diversity in the Agency's leadership pipeline.

The Deputy Commissioner oversees execution with monthly check-ins, and the Commissioner reviews and approves the plan annually.

9. CONTRACTING (ORS 659A.015)

The Oregon Real Estate Agency provides vendors with a link to this plan by the Designated Procurement Officer at contract signing. Contractors are expected to comply with all state and federal civil rights laws and in the spirit of this plan. OREA relies heavily on statewide price agreements and small procurements that do not involve individual agency-executed contracts.

The single contract executed during the biennium was an award for an update to the agency's existing licensing system. Because the update required compatibility with OREA's existing platform, a competitive procurement process was not used, and the agency did not evaluate COBID-certified alternatives for this specific engagement.

Status of Contract to Minority Business Owners (as of June 30, 2025)

Agency Total Contract Budget (dollars)	\$1.4 million
Agency Total New Contracts in Current Biennium (Dollars)	\$1.4 million
Total Number of Contracts	1
Total Number of Contracts with COBID Firms	0
Total Contract Dollars Spent on COBID Contracts	0
<i>Contract Counts by COBID Qualification</i>	0
<i>Minority/Women Business Enterprise</i>	0
<i>Emerging Small Business</i>	0
<i>Service-Disabled Veteran</i>	0
<i>Disadvantaged Business Enterprise</i>	0

10. APPENDIX

DAS Statewide Policies

- 50.010.01 – Discrimination and Harassment Free Workplace
- 50.010.03 – Maintaining a Professional Workplace

Complaint Form

The statewide [DAS complaint form](#) is available online through the DAS Chief Human Resources Office.

Inclusive Job Posting Language Template

OREA uses inclusive job posting language that encourages applicants from historically and currently underrepresented demographic groups.

Studies have shown that women and people of color are less likely to apply for jobs unless they meet every one of the qualifications listed. We are most interested in finding the best candidate for the job, and that candidate may be one who comes from a less traditional background. We would encourage you to apply, even if you don't meet every one of our qualifications listed.

Manager AA-DEI Performance Expectation Language

Management position descriptions include responsibilities related to affirmative action and diversity, equity, and inclusion.

Foster and promote the importance and value of a diverse workforce, free from discrimination and harassment. Solicit, respect, and value diversity of opinions, ideas, and cultural differences. Support outreach and diversity-related efforts to diversify the workplace. Recognize the value of individual and cultural differences. Create a work environment where individuals' differences are valued. Consistently treat customers, stakeholders/partners, and co-workers with dignity and respect.

ADA Web Accessibility Rule

Federal regulation requiring WCAG 2.1 AA compliance for all state government web content and digital documents by April 26, 2027.

- [New Rule on the Accessibility of Web Content and Mobile Apps Provided by State and Local Governments](#)
- [WCAG 2.1 AA standards](#)

Additional Resources

- [DAS Affirmative Action Guidelines](#)