

From: [CAMPOS Shelby * GOV](#)
To: [Siebert Paul R](#)
Cc: [LESLIE Berri * GOV](#); [NASS Kate * DAS](#); [HORNER Leah * GOV](#); [LEE Bill D * DAS](#); [CAMPOS Shelby * GOV](#)
Subject: Follow-Up questions for Governor's Office W&M presentation
Date: Tuesday, April 13, 2021 4:12:47 PM
Attachments: [2021-23 GB Org Chart.pdf](#)
[APPR GOVERNOR 2021-02-08.pdf](#)

Paul,

Hello, I am following up on three questions from the Governor’s Office W&M presentation. Please let me know if you need anything further or if I need to send to anyone else directly. Thank you

1. Background on current funding methodology and positions “on loan” from agencies:

Under the current funding methodology, the Office has three major funding streams: General Fund supports the majority of the Office; Lottery Funds support economic development through the Regional Solutions team; and Other Funds from state agency assessments support the Diversity, Equity and Inclusion program and the Business Equity program. However, there are also Other Funds included in the Office’s budget to support other positions using specific agency funding, where the position is budgeted in the Office and the agency transfers funding to the Governor’s Office to cover all or a portion of a position costs. And lastly, to leverage other funding sources, the Office utilizes state agency funding to cover costs of certain staff who are “on loan”. There are eight positions that functionally report to the Governor’s Office however the position is funded in a state agency. For example, the Health Policy Advisor is an Oregon Health Authority employee so federal Medicaid funding can be leveraged. (See attached Organization Chart displaying positions in the Office by funding type or on-loan.) This allows for specific funding sources to support the policy work around the program area.

On loan positions:

- Oregon Health Authority (OHA) – Policy Advisors (one full-time and a temporary part-time to help with Vaccines) and Administrative assistant
- Department of Human Services (DHS) - Policy Advisor and Administrative assistant
- Oregon Department of Transportation (ODOT) – Policy Advisor
- Department of Corrections (DOC) – Policy Advisor
- Department of Environmental Quality (DEQ) – Operations & Policy Analyst 4

2. Why doesn’t the 2.85 FTE in Business Equity Program on org chart match the positions?

There are four positions in D&I and two in COBID for a total of six. There are two positions in D&I shared between the two programs illustrated below. To sum this up there are six positions between the two programs and 5.85 FTE.

State Assessment DAS			
CHRO			
D & I	Position	FTE	
	PEM F	1.00	1.00
	OPA 4	1.00	1.00
	OPA 3	1.00	0.50
	ES 2	1.00	0.50
	Total	4.00	3.00

this position is in ORPIICS in D & I - the FTE is split between D & I and COBID
 this position is in ORPIICS in D & I - the FTE is split between D & I and COBID

State Assessment Bus

Oregon

COBID

PEM G 1 0.85 .15 - GF

OPA 4 1 1.00

OPA 3 - 0.50 this position is in ORPIICS in D & I - the FTE is split between D & I and COBID

ES 2 - 0.50 this position is in ORPIICS in D & I - the FTE is split between D & I and COBID

Total 2 2.85

3. **Would like to see the Governor's Office KPM report:**

Attached is the KPM report, also included in the GB budget binder.

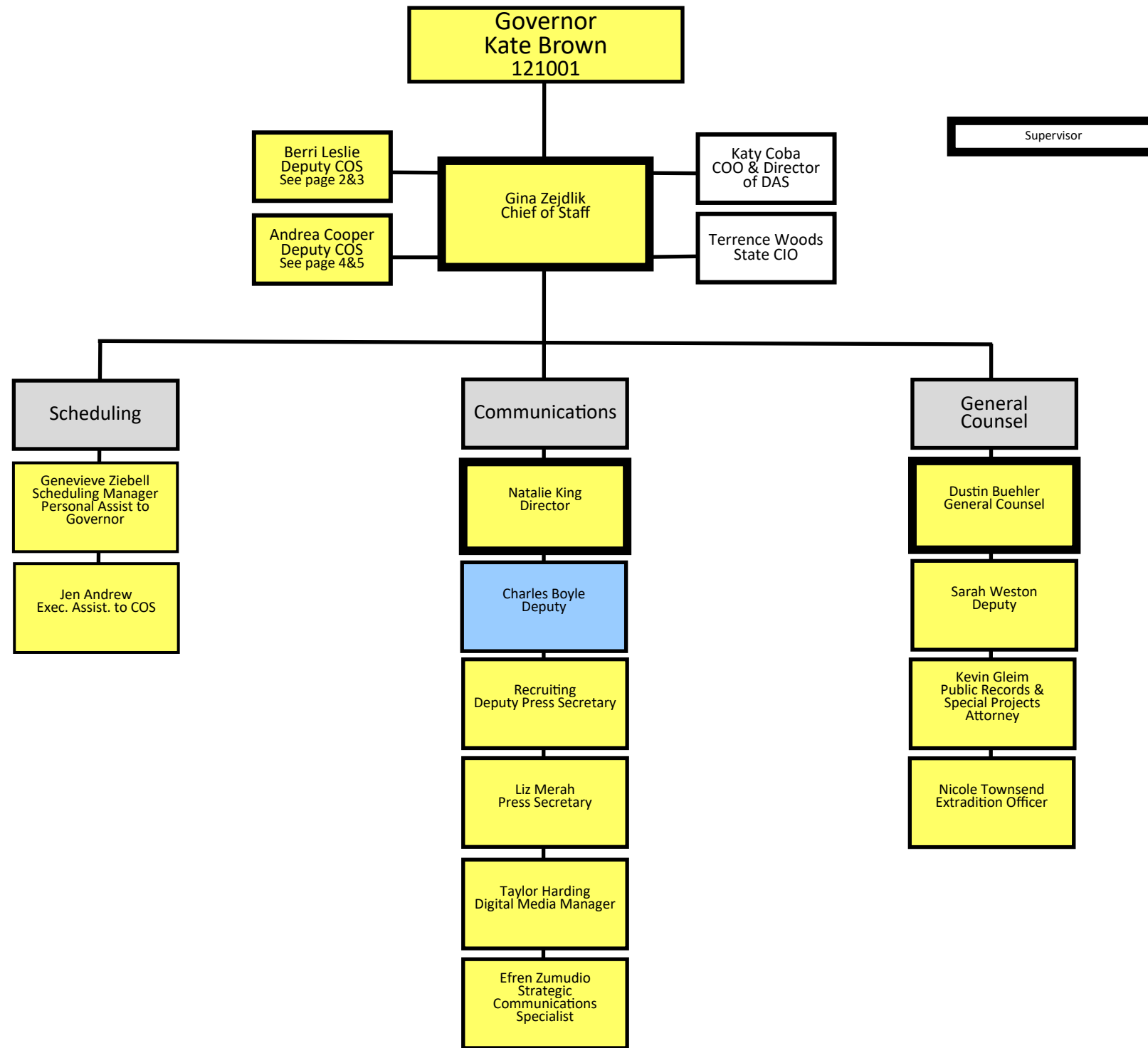
Shelby Campos (*she/her/hers*)

Director of Operations and Constituent Services

Office of Governor Kate Brown

phone: 503-986-6520

GB
2021-2023 Biennium
of Positions: 63
of FTE: 63
Page 1



- General Funds
- Other Funds
- Lottery Funds
- On Loan

Supervisor

GB
2021-2023 Biennium
of Positions: 63
of FTE: 63
Page 2

Governor
Kate Brown 121001

Gina Zejdlik
Chief of Staff
From Org Chart 1

Berri Leslie
Deputy Chief of Staff

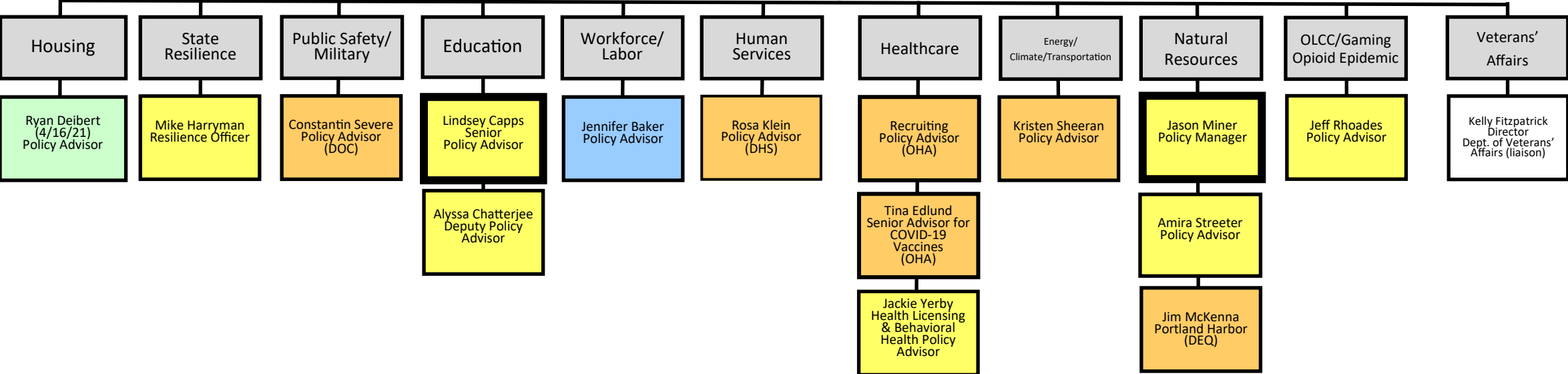
Supervisor

General Funds

Other Funds

Lottery Funds

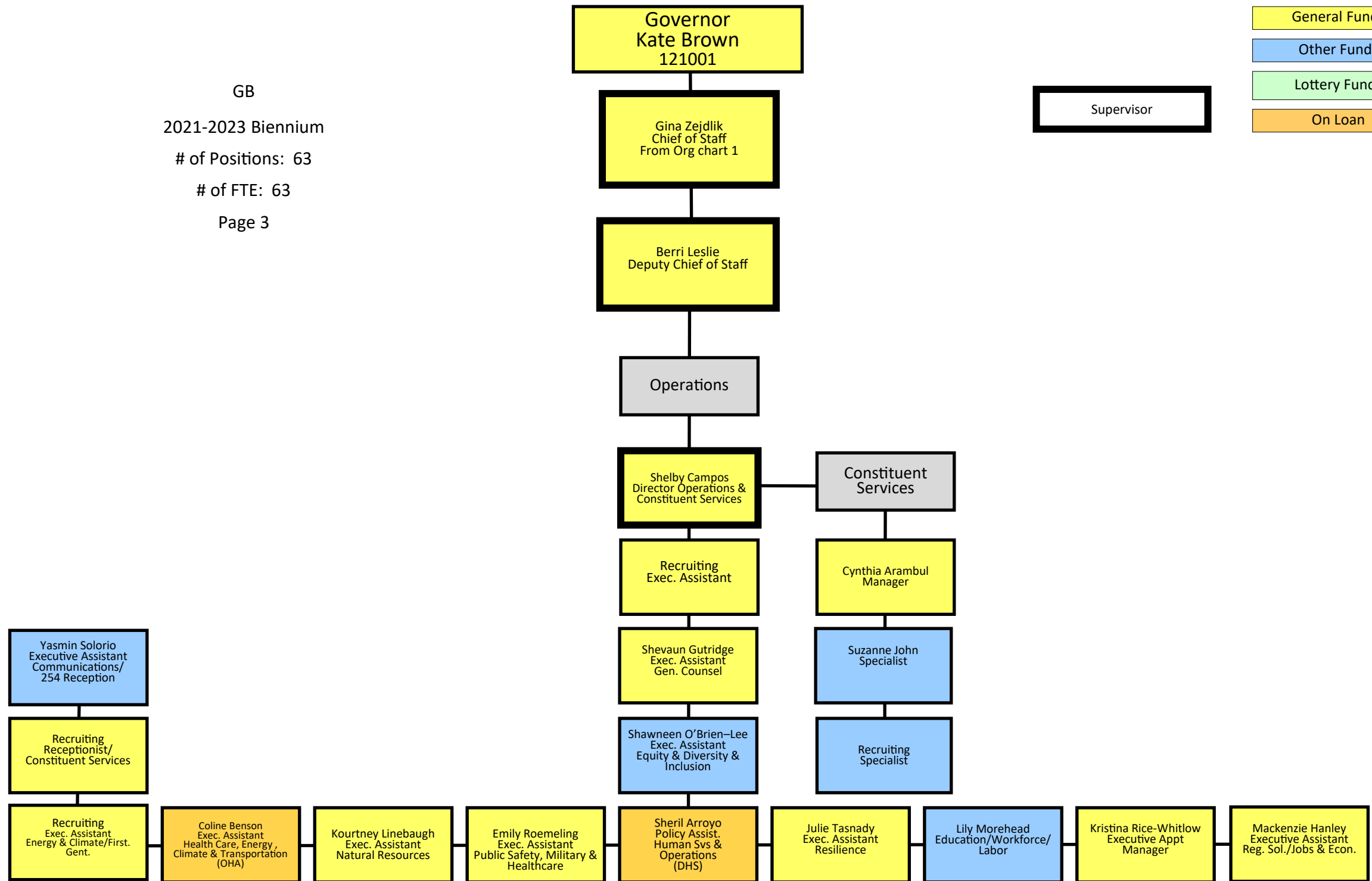
On Loan



GB
 2021-2023 Biennium
 # of Positions: 63
 # of FTE: 63
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- General Funds
- Other Funds
- Lottery Funds
- On Loan

Supervisor



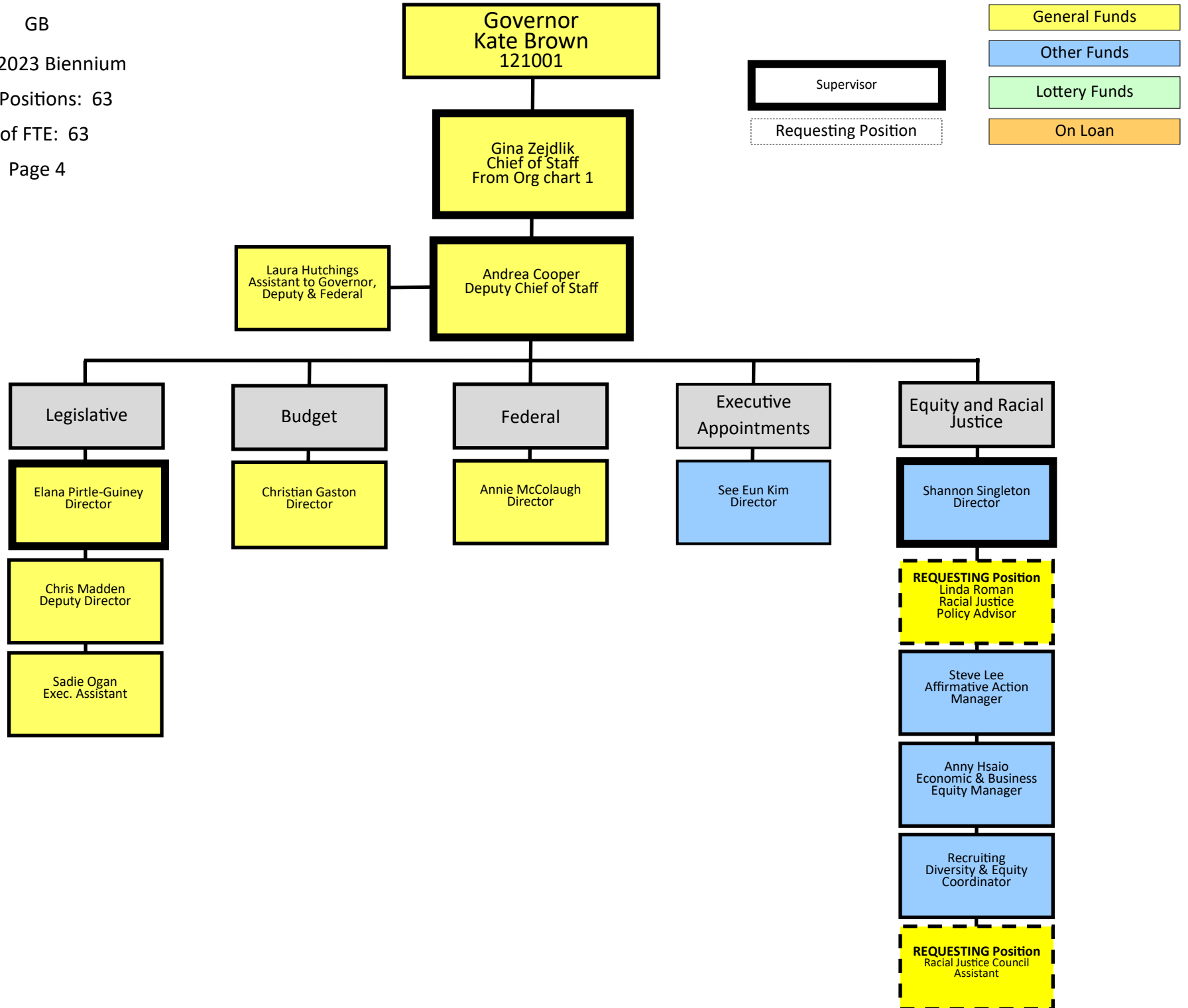
GB

2021-2023 Biennium

of Positions: 63

of FTE: 63

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GB
2021-2023 Biennium
of Positions: 63
of FTE: 63
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Governor
Kate Brown
121001

Gina Zejdlik
Chief of Staff
From Org Chart 1

Andrea Cooper
Deputy Chief of Staff

Regional
Solutions

Leah Horner
Director and Jobs &
Economy Policy
Advisor

Supervisor

General Funds

Other Funds

Lottery Funds

On Loan

Sarah Means
Regional Coordinator
South Valley/Mid Coast

Courtney Crowell
Regional Coordinator
NE & Greater Eastern

Alex Campbell
Regional Coordinator
Southern & South Coast

Nate Stice
Regional Coordinator
Northern Central Reg.

Jody Christensen
Regional Coordinator
Mid-Valley

Jennifer Purcell
Regional Coordinator
North Coast Region

Raihana Ansary
Regional Coordinator
Metro Region

Annette Liebe
Regional Coordinator
Central & South Cen.

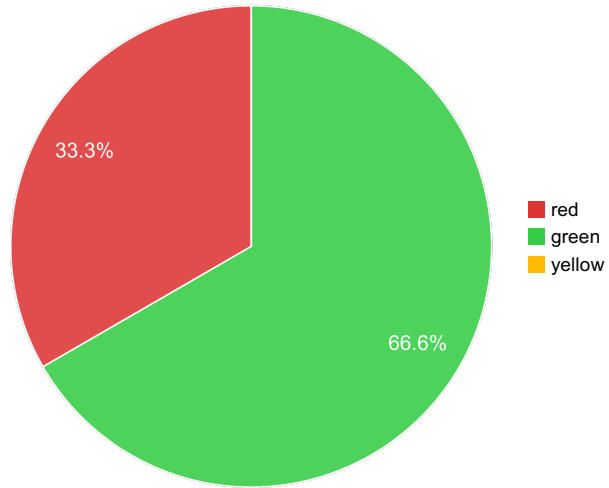
Governor's Office

Annual Performance Progress Report

Reporting Year 2020

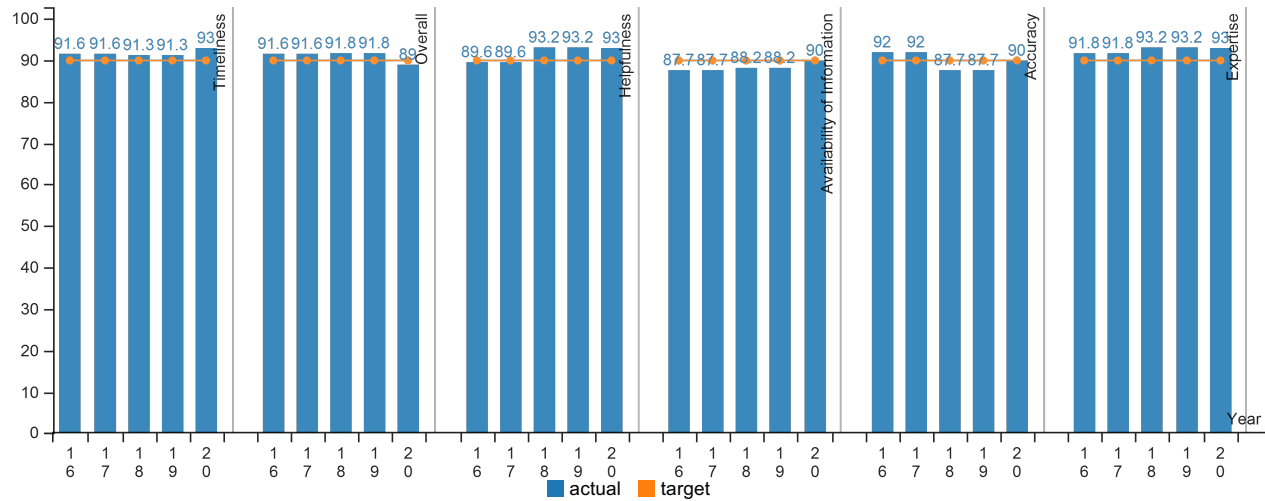
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KPM #	Approved Key Performance Measures (KPMs)
1	Customer Satisfaction - Percent of participants (customers) who rate the Regional Solutions process very good to excellent.
2	Percentage of State Contract Awards to Business Certified by the Certification Office for Business Inclusion and Diversity -
3	State Hiring - Number of protected classes being hired, promoted, and retained in state agencies.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	66.67%	0%	33.33%

KPM #1	Customer Satisfaction - Percent of participants (customers) who rate the Regional Solutions process very good to excellent.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2016	2017	2018	2019	2020
Timeliness					
Actual	91.60%	91.60%	91.30%	91.30%	93%
Target	90%	90%	90%	90%	90%
Overall					
Actual	91.60%	91.60%	91.80%	91.80%	89%
Target	90%	90%	90%	90%	90%
Helpfulness					
Actual	89.60%	89.60%	93.20%	93.20%	93%
Target	90%	90%	90%	90%	90%
Availability of Information					
Actual	87.70%	87.70%	88.20%	88.20%	90%
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	92%	92%	87.70%	87.70%	90%
Target	90%	90%	90%	90%	90%
Expertise					
Actual	91.80%	91.80%	93.20%	93.20%	93%
Target	90%	90%	90%	90%	90%

How Are We Doing

Goal: Improve the quality and efficiency of delivering state services to local governments and businesses

Oregon Context: OBM 35 - Public Management and Regional Solutions Mission

Data Source: The Governor's Regional Solutions Office conducts a customer satisfaction survey on a biennial basis. The 2020 Customer Satisfaction Survey was developed following the DAS Recommended Statewide Customer Service Performance Measure Guidelines.

The Governor's Office used SurveyMonkey.com to collect and analyze the results. The Regional Solutions Office maintains copies of the raw survey results. A final report detailing the survey methodology and findings was prepared by and is available from the Regional Solutions Office

Owner: Jody Christensen and Alex Campbell, Regional Solutions

Every two years the Governor's office conducts a survey in order to assess its performance in meeting the customer satisfaction measure for Regional Solutions. The survey assesses services provided by the Regional Solutions Centers' coordinators and state agency team members. The Regional Solutions Office conducts a survey every other year with the last survey conducted in 2018. For 2020, a new bi-annual survey was conducted for the RS Customer Satisfaction update, which opened July 9th, closed on July 22nd, 2020

There were over 250 respondents (compared to 188 in 2018, which was a 45% increase over 2016).

The Regional Solutions KPM target is set at 90% to serve as a motivator for continually improving state agency service delivery to local jurisdictions and businesses. The survey measures how close Regional Solutions is to that 90% target for overall customer service and five specific areas of service (Timeliness, Accuracy, Helpfulness, Expertise, and Availability of Information), as per the DAS Guidelines for customer satisfaction surveys.

The 2020 survey revealed that Regional Solutions continues to provide exceptional customer service, as evidenced by the high percentage of respondents rating Regional Solutions service as "Excellent to Good." The Regional Solutions program met or exceeded the 90% target in all but one area.

Three open-ended questions were included in the 2020 survey. The data collected in the responses were quite useful. Comments addressed how the Regional Solutions program adds value to the work of organizations and what teams could do to promote economic development in the state, as well as general feedback about the program.

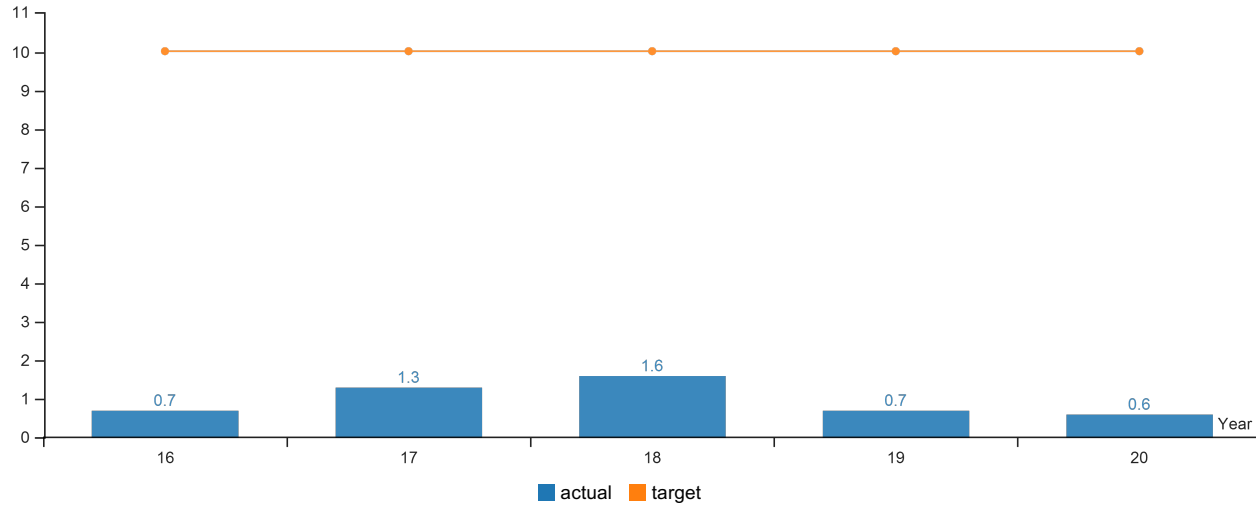
Factors Affecting Results

There are a number of factors that impact the Regional Solutions approach and the work of the Regional Solutions team members. For the most part, Regional Solutions is asked to become engaged in local projects that are complex, and many of these projects have long-standing issues that are beyond the scope of traditional state agency processes. In 2020, the Regional Solutions program coordinators worked on the COVID-19 response by engaging with cities, counties, and businesses. The high customer service ratings may be influenced by the fact that the coordinators and state agency participants in Regional Solutions often play a key role in facilitating resolutions to tough issues and, in some instances, bringing a project that has run into problems to a successful conclusion. The high ratings may also reflect how the teams often work with local partners on an extended, concerted basis to get a problem addressed for the community or region.

The Regional Solutions program continues to face a high demand for its services compared to its limited resources. The teams must constantly balance the need to work with particular communities to move high priority projects forward, while trying to be available for all communities that request assistance. In addition, they must be flexible to respond to the widely varying capacity of partners to work on economic and community development, i.e., depending on jurisdiction size, resources, and related factors.

KPM #2	Percentage of State Contract Awards to Business Certified by the Certification Office for Business Inclusion and Diversity -
	Data Collection Period: Jul 01 - Sep 22

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Metric Value					
Actual	0.70%	1.30%	1.60%	0.70%	0.60%
Target	10%	10%	10%	10%	10%

How Are We Doing

Data used:

- ORPIN original contracts issued by state government Q3 2011 – Q2 2020 (FY 2011 - 2020)
- Added for FY2020 analysis the ORPIN report "Original State Contracts Issued 7.1.19-6.30.20"

Filtering of ORPIN data for:

- Contracts with value > \$5K (Q3 '11 – Q4 '14) >\$10K (FY 2018 – FY 2020)
- Contracts issued by state agencies
- Contracts applicable for COBID businesses, filtering out:
 - Inter government agreements
 - Work orders
 - Qualified Rehabilitation Facility (QRF) contracts
 - Statewide PA's (removed Price Agreements and contracts marked as statewide)

Reporting contract values:

- Report total award/spend value for the fiscal year the contract was issued

DAS Summary:

The 2020 report notes a 0.9% reduction in the percentage of *reported* contract dollars awarded COBID firms from 33 reporting agencies, over the same period last year.

It's important to note that DAS' reporting focuses on data available through the ORPIN system. ORPIN data is not complete, and does not represent the total picture of state contracting activity. As a result, while we reported a decrease in *reported* activity, it is not known, and cannot be known with current systems, the totality of actual state agency contract spend directed to COBID certified firms.

One of the major challenges of this report is that we don't have a clear picture of the actual COBID spend across the board. This is especially true of any procurement activity that is not captured in OPRIN, such as most Work Order Contracts off of Price Agreements, SPOTS card spend, and Purchase Orders.

The good news is that we fully expect that once OregonBuys is fully implemented, we will be able to give a much fuller picture of actual State spend going to COBID firms.

Table 1. Results from analysis performed 9/22/20

FY	Total Contracts Awarded	COBID Contracts Awarded	Reporting Agencies	Awarding Agencies	% Awarded to COBID
2011	\$ 3,929,150,253.00	\$ 39,425,072.00	35	26	1.0%
2012	\$ 1,770,200,609.00	\$ 21,446,766.00	36	20	1.2%
2013	\$ 2,099,222,928.00	\$ 36,147,065.00	34	22	1.7%
2014	\$ 1,758,035,190.00	\$ 12,762,419.00	32	19	0.7%
2015	\$ 2,855,051,377.20	\$ 94,423,195.00	33	23	3.3%
2016	\$ 4,178,055,231.08	\$ 29,408,719.00	34	22	0.7%
2017	\$ 2,347,725,162.58	\$ 30,721,868.00	35	24	1.3%
2018	\$ 2,598,852,600.00	\$ 43,521,287.00	33	18	1.6%
2019	\$ 1,729,404,795.00	\$ 11,832,925.00	33	16	0.7%
2020	\$ 1,762,559,228.00	\$ 9,782,767.00	33	19	0.6%

Table 2. Results from analysis performed 9/22/20 for FY2020

FY	Total Contracts Awarded	COBID Contracts Awarded	Reporting Agencies	Awarding Agencies	% Awarded to COBID
2020	\$ 1,762,559,228.00	\$ 9,782,767.00	33	19	0.6%

Table 3. Spend on statewide PA's which use COBID vendors for FY 2020.

PA	Vendor	COBID	Total	%COBID
9436	uWork.com, Inc.	\$ 491,580.00	\$ 502,380.00	.11%

Note 1: \$10,800 of the total FY2020 were sales to Marion County, an ORCPP member; this amount may or may not qualify to be counted on this report depending on its criteria.

Note 2: COBID sales reported under PA9436 via non-Oregon firms also exist but are excluded from this report.

COBID CERTIFIED FIRM DATA (Provided by Business Oregon, COBID)

Ethnicity/Gender	2011	2012	2013	2014	2015	2016	2017	2018	2019	1/1/2020 – 9/30/220
African American (Male)	105	135	142	157	180	194	200	201	201	151
African American (Female)	37	50	57	64	81	93	104	114	120	84
Asian Pacific (Male)	70	86	87	85	92	92	102	95	103	90
Asian Pacific (Female)	53	69	74	79	89	92	110	111	114	91
Caucasian (Male)	844	1085	1170	1150	1212	1187	1146	1076	880	718
Caucasian (Female)	942	1158	1227	1233	1328	1359	1411	1430	1430	1163
Hispanic (Male)	155	201	217	203	208	210	225	237	232	199
Hispanic (Female)	57	67	77	78	93	103	111	117	118	93
Native American (Male)	59	80	79	76	79	73	78	66	62	58
Native American (Female)	27	33	36	33	33	31	35	29	35	28
Subcontinent Asian (Male)	35	42	46	48	49	51	57	60	59	47
Subcontinent Asian (Female)	12	14	17	19	21	23	26	26	25	21
Other (Male)	6	6	5	2	1	3	4	5	6	4
Other (Female)	0	0	0	0	0	1	2	2	4	5
Unknown (Male)	23	31	26	7	4	1	5	3	2	4
Unknown (Female)	1	1	1	1	0	0	0	1	1	1
Total Number of Certified Firms	2426	3058	3261	3235	3470	3513	3616	3573	3392	2757

NOTE: The reduction of Total Number of Certified Firms for 1/1 to 9/30/2020 is partially due to graduating ESB firms and continued efforts related to compliance.

New Applications Received	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	1/1/20 - 9/30/2020
ACDBE					34	40	27	38	4	5	4
DBE				95	119	115	94	59	61	105	61
MBE				140	149	135	146	163	174	169	181
WBE				267	223	249	273	272	271	293	235
SDV						2	29	26	26	35	29
ESB				392	455	440	419	434	471	496	331
Totals				894	980	981	988	753	1007	1103	841
Graduating Firms	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	1/1/20 - 9/30/2020
M/WBE					2		1	1	6		
MBE					3	8	5	3	4	1	0
WBE					2	1	3	5	4	1	1
ESB (Minority)				1	2		1	3	79	13	8
ESB (Caucasian Female)					7	7	4	10	135	21	15
ESB (Caucasian Male)				5	16	18	11	13	116	25	17
Unknown					1				1	0	0
Totals				6	33	34	25	35	339	61	41

Factors Affecting Results

Public agencies in Oregon spend billions of dollars on goods and services every year, and each procurement represents opportunities for Oregon's small businesses. The Governor's Office and State

of Oregon are committed to ensuring access and connection to public contracting opportunities and businesses throughout the state — with a special focus toward ensuring that state contract dollars are awarded to emerging small businesses, as well as minority, women and veteran-owned businesses.

Small and local businesses are the driving force of a thriving statewide economy, and better access to contracting creates more opportunities for Oregon's businesses to grow.

The State of Oregon recently migrated to a new system which will allow for better data collection with regards to contracting and procurement. In this interim migration period, there may be influxes in reporting numbers, but the Governor's Office continues to work with state agencies to get a fuller picture of COBID data.

Additionally, it is not uncommon for small businesses to lose certification, typically due to an accidental failure to respond to requests for information from state and federal government. Each year, small businesses are required to provide current information, including supporting documentation such as federal taxes. Businesses typically reapply once realizing there has been a lapse, but data will show lower numbers of registered businesses as a result.

A few other factors that may impact data: the majority of certified small businesses/firms are from the non-trade sector and are increasingly subject to market and economic volatility. The State does not capture contracts awarded under \$10,000, SPOTS (State P-Card of Oregon Transaction System) card spend, some Work Orders, and/or grant awards that may result in contracts. Currently, ORPIN does not provide accurate or reliable information on actual spend to COBID Certified Firms. This greatly impacts accuracy in reporting. Many opportunities for COBID Certified Firms fall within a subcontracting opportunity, and currently the State does not have systems in place to collect subcontractor data; only direct awards to COBID Certified Firms. This also impacts data reporting.

Additionally, without specialized small business management experience, many small businesses can potentially fail. This is a challenge the Governor's Office and State of Oregon recognize, and continue to explore ways to improve.

Additional challenges that the Governor's Office is working with certified businesses/firms on include: contracts that are too large to manage; limited access to resources; limited access to capital to fund the project before payment of the receivables; bonding; and challenges developing relationships that lead to opportunities within agencies. The Governor's Marketplace — a statewide conference for small businesses aimed at sharing educational resources and connecting businesses to contracting opportunities — is one way the Governor's Office is working to remedy these challenges.

Lastly, and most recently, COBID has seen a lack of response from small businesses due to the unprecedented COVID-19 pandemic and wildfires. There are, however, currently 227 new applications pending submission and 145 in process, despite these extraordinary circumstances.

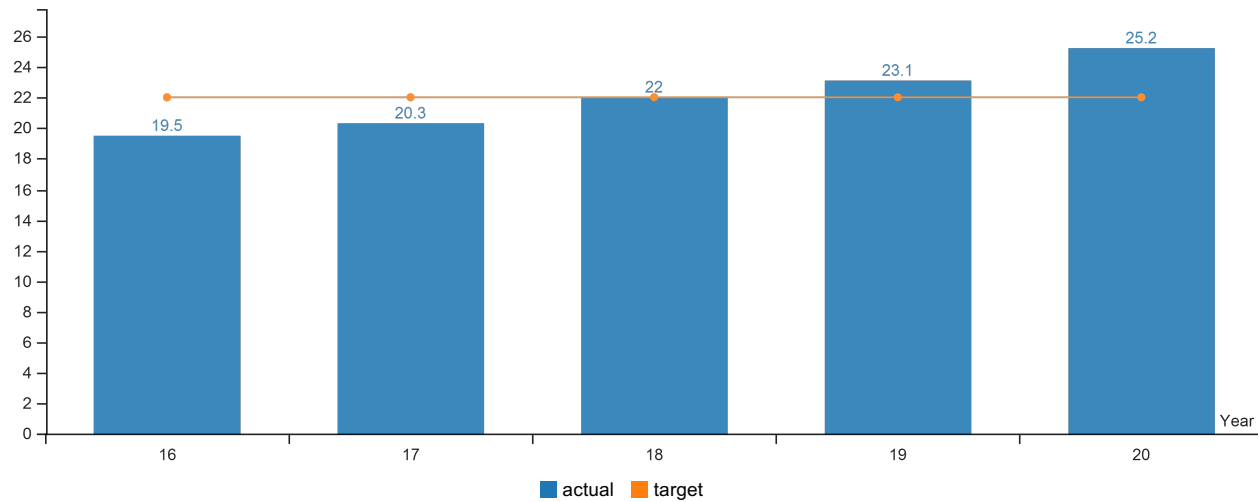
[1] The 2020 data includes January through the beginning of October.

MANAGEMENT COMMENTS

- Executive Order 18-03 promotes equity in contracting by directing all state agencies, boards, and commissions to coordinate with the Governor's Office, the Department of Administrative Services, and Business Oregon on training, quarterly reporting, and creating and implementing community and small business engagement plans. All state agencies are working to increase the use of certified firms and improve outreach. Tracking of these efforts will occur through yearly reporting submitted by each agency to the Governor's Office.
- Due to COVID-19, the Governor's Marketplace and statewide editions are postponed. This event includes workshops on becoming certified, using certified businesses/firms, accessing contract opportunities on ORPIN, and increasing agency use of ORPIN for contracting. The Governor's Marketplace helps increase the number of businesses completing their COBID process, as well as increases the numbers and value of contracts being awarded to COBID certified firms.
- The Governor's Office continues to collaborate with Business Oregon on increasing the number of COBID Certified Firms, with emphasis on growing the number of minority-owned, women-owned, and service-disabled veteran-owned businesses.
- The Governor's Office is working with DAS to develop a new initiative for prompt pay to subcontractors and suppliers by the prime.
- The Governor's Office is researching methods to capture spending under \$10,000, as well as to increase the accessibility of contracts of \$10,000 and below for COBID Certified Firms.
- In July 2020, the Governor's Minority Contractor Taskforce was established. This taskforce addresses the challenges minority businesses face and explores solutions to address them.

KPM #3	State Hiring - Number of protected classes being hired, promoted, and retained in state agencies.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percentage of Race and Disabled in the State Work Force					
Actual	19.50%	20.30%	22%	23.10%	25.20%
Target	22%	22%	22%	22%	22%

How Are We Doing

It is a top priority of the Governor's Office to ensure the State of Oregon employs the best qualified people to efficiently, effectively and compassionately deliver services across Oregon. With a state workforce of approximately 42,000 people, the State is focused on recruiting and promoting a diverse mix of people in state agencies, as well as to boards and commissions, so that the structures of state government reflect a state workforce that centers racial and gender equity.

The representation of people of color in the state's workforce is growing. In 2016, people of color represented 17% of the workforce — today, in 2020, it represents 23%, which is a sizeable 37% increase.

For the past several years, the proportion of women in the state's workforce has also increased. Women now comprise 54% of the state's workforce, which is higher than their representation in the state population (50%).

TARGETS

The annual targets for workforce diversity combine the representation of people of color and people with reported disability (PRD) in the workforce. The annual target is 22%. By that measure, the State of Oregon has exceeded the target this year by 3.2% with the 25.2% of the representation of people of color and people with reported disability in 2020. A primary reason for this increase is due to efforts that have prioritized hiring a larger proportion of people of color in the state's workforce.

2019 US Census Quick Facts for Oregon, total population estimates:

2019	
Total Population	4,190,713
Women	50%
People of Color	25%
People with disabilities under age 65 years	10%

Representation of Females, People of Color, People Reporting a Disability in the Workforce (2016-2020)

Category	Reporting Year				
	2016	2017	2018	2019	2020
Female	22,098	23,388	21,309	22,178	22,777
Male	19,664	19,413	18,625	19,332	19,243
People of Color	6,912	7,252	7,371	8,299	9,455
People with Reported Disability	1,217	1,457	1,271	1,271	1,135
All Employees	41,762	42,801	39,934	41,512	42,020

All data based on a July-June fiscal year

Workforce Totals by Racial Categories (2020)

Racial Categories	Female	Male	All	Pct. All
American Indian/Alaska Native	316	232	548	1.0%
Asian	1136	774	1,910	5%
Black/African American	580	574	1154	3%
Hispanic	2349	1546	3,895	9%
Native Hawaiian/Other Pacific Islander	70	62	132	0.3%
Two Or More Races	1116	699	1815	4%
White	17,054	15,202	32,256	77%
No racial information available	156	154	310	0.7%

Totals	22,777	19,243	42,020
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New Hires, Promotions, and Resignations (2020)

Category	New Hires	Promotions	Resignations
Gender			
Female	3,590	2,664	1,263
Male	2,949	1,792	1,070
Race/Ethnicity			
People of Color	2,075	980	469
White	4,464	3,476	1,864
Disability Status			
Reported	95	105	72
Not Reported	6,444	4,351	2,261
Totals	6,539	4,456	2,333

Between July 1, 2019 to June 30, 2020:

32% of new hires for the State were people of color. In addition to hiring a diverse workforce, the State of Oregon is also focused on providing more opportunities for diverse young professionals to enter state service, as well as identifying opportunities for promotion.

Women received 60% of the State's promotions. And although people of color represent 23% of the State's workforce, they represented 20% of the resignations. People of color account for 22% of promotions, which is near their representation in the workforce.

Protected classes were 33% of the new hires; 24% of promotions; and 23% of workers leaving state service.

Factors Affecting Results

The total number of employees excludes board members, temporaries, commissions and committees.

Notes:

Data Sources: The State has completed a transition to a new human resources information system (HRIS). The data source for 2016, 2017, and 2018 is the Position and Personnel Database; data for 2019 was combined from the Position and Personnel Database (dates: 07/01/2018 – 12/31/2018) and the new HRIS, Workday, (dates: 1/01/2019-06/30/2019). All 2020 data is from Workday.
Department of Administrative Services, Chief Human Resources Office

Only individuals under ORS 240 are included in the data. This data does not include temporary workers. Gender, Race/Ethnicity, and Disability Status are all data that is self-reported by the employee, and its disclosure is not required. Race/ethnicity includes visual assessments as required for EEO reporting.

A small percentage of employees chose not to disclose race and ethnicity. They are excluded from the comparisons based on race and ethnicity.

Management Comments

The Governor's Office is committed to providing leadership and support to state agencies as they create an inclusive working environment that allows every individual the opportunity to reach their full potential as a state employee.

The Governor's Office of Diversity, Equity, and Inclusion exists to ensure State compliance with Title VI and VII of the 1964 Civil Rights Act, covering nondiscrimination in public funds and affirmative action, Oregon Revised Statutes 200 and 659, as well as implementing the Governor's Executive Order No. 17-11 relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity and Inclusion. The DEI Office has prioritized the following actions in 2019-2020:

1. Develop guidelines for 2021-23 Affirmative Action Plans and Statements.
2. Identify state agencies' affirmative action goals and review their 2021-2023 Affirmative Action Plans to measure progress on affirmative action goals.
3. Review and approve state agency 2021-2023 biennium Affirmative Action Plans and Statements.
4. Develop the Governor's 2021-2023 Affirmative Action Report and implement the Governor's Executive Order 17-11.
5. Engage with state agencies, boards and commissions to assess employee, board and commission member recruitment, hiring, retention, and promotion.
6. Ensure agencies comply with state and federal equal employment opportunity laws, rules, regulations, and processes.