

V. 2007-2009

A. 2007-2009 Goals

During the 2007-2009 biennium, DHS expects to:

- 1) Maintain hiring gains for women, people of color and people with disabilities. This will be an ongoing effort constantly monitored by Human Resources and Management throughout the biennium, but no less than quarterly.
- 2) Meet parity in all EEO job categories and subcategories. Management from across the department will work with Recruitment to target job openings in those categories where DHS has not met parity. This effort will continue until parity is achieved.
- 3) Work on improving affirmative action monitoring tools and assure management workforce data access to the hiring supervisor level. We expect to reach this goal by June 2008.
- 4) Use the department and locally developed diversity strategic plan to develop tools to aid in recruitment and retention. This effort will continue throughout the biennium.
- 5) Establish and maintain a more welcoming environment for applicants and employees with disabilities by conducting accessibility reviews of DHS occupied facilities and setting a timeline for removing barriers identified. Review to be completed by January 2009.
- 6) Increase use of technology and evaluation techniques for improving recruitment and retention outcomes such as the use of project management techniques and information transfer of data to management. This work will continue through the State-wide Recruitment Improvement Program by June 2008.

- 7) Rebuild the department-wide network of diversity committees assisting and assuring that the cultural competency needs of the department are being identified and addressed by March 2008.

In addition to the goals listed above, we believe the 2005-2007 goals represent ongoing efforts that we will continue during 2007-2009. We believe the goals listed below have assisted us in making progress in affirmative action during a period in our organizations history where many changes were occurring. We are in the process of changing the culture in DHS. Any DHS manager or staff in any part of the state serves diverse communities. Our ongoing work, constant system improvement represents the way to institutionalize both the value and the need for a diverse workforce. These ongoing goals are:

- A. Improve our efforts to increase the number of women, people of color and people with disabilities in our applicant pool.
- B. Increase our hiring, retention and utilization of protected-class employees by addressing work environment issues through training and organizational development efforts.
- C. Increase focus on cultural competency
- D. Diversity Development Coordinating Council
- E. Increase collaboration with other state agencies and community-based organizations.
- F. Expand the scope of diversity development activities.
- G. Strengthening communication

B. Strategies and Timelines for Implementation

To support our diversity development initiatives, the department will be guided by its Affirmative Action Plan in recruiting, hiring, retaining, and promoting a workforce that adapts to reflect the communities we serve as a long term goal.

This plan establishes quantitative and qualitative goals for the department. It also delineates methods for accomplishing objectives and identifies individual accountability, for carrying out the plan.

The DHS Affirmative Action Plan development was coordinated across the entire department, with each division establishing work environment goals and objectives through the Diversity Development Strategic Plan (see Appendix C). The goals were developed at the management level with input and consultation from work teams, individual managers and management groups, line staff and diversity committees.

As part of the Affirmative Action Plan, each division will continue working on the diversity initiatives as outlined in the DHS Diversity Plan. Divisions will be expected to place particular emphasis on their workforce areas identified as underrepresented in the quarterly Affirmative Action Management Reports. The results of our efforts will be placed in the summary of the department's overall goals and strategies, and will be updated in the quarterly Progress Reports. Highlights of this plan will be posted on the DHS Human Resource Web page, with contact information inviting public comment.

Strategies in the plan

In addition to the ongoing efforts described earlier, other initiatives will be undertaken to help DHS achieve its goals. These include:

Recruitment and Selection:

- Continue active recruitment of women, people of color and people with disabilities, especially in those job categories where the department is under-represented, in order to increase the applicant pool.
- Increase representation through the hiring process of: 1) people with disabilities in the upper and middle management, professional and paraprofessional job categories; and 2) people of color in the upper and middle management job groups and at the professional level, particularly in the nurse/health classifications.
- Although we have achieved parity for women in our major job

categories, DHS will focus on maintaining results and enhancing career development for this segment of our workforce.

- Continue recruitment efforts in local recruitment areas to have our workforce reflect the changing population being served by hiring staff who can communicate with non-English-speaking clients without needing a third-party translator.
- Work with the Office of Vocational Rehabilitation Services in identifying barriers in application processes for persons with disabilities and to improve reasonable accommodation outcomes for applicants and employees with disabilities.
- Conduct ongoing reviews of DHS practices to ensure accessibility and career-development opportunities for persons with disabilities.
- Provide opportunities for employees of diverse cultures to participate in the hiring process by working with management in developing interview questions and participating in hiring panels; include hiring panel diversity in evaluation of recruitment practices.
- Encourage participation of protected-class employees and community groups on hiring panels; provide training in the selection process.
- Continue the hiring-panel certification process, which endorses and teaches the need for diverse representation on panels and in the workplace.
- Address the under-utilization of persons with disabilities by partnering with disability groups such as the People with Disabilities Advisory Committee and the local Disability Advisory Committees, to establish recruitment possibilities using resources and contacts available from the disability community.
- Identify local staff who with Recruitment Unit staff, visit schools with student populations with significant representation of people of color, or people with disabilities, to market the department's work as a possible career choice.
- Collaborate with the Department of Administrative Services Recruitment and Career Services to maximize return on investment for the department's recruitment advertisements using the state-wide brokerage system.
- Examine hiring practices and promotional opportunities in order to remove barriers to full utilization of women, people of color, and

- persons with disabilities.
- Complement direct, face-to-face recruitment outreach with e-mail, the Internet and other high tech methods.
 - Develop a checklist of recruitment strategies and review quarterly or every six months throughout the biennium.

Career Development:

- Encourage DHS employees to apply for promotional opportunities by continuing to provide job rotations, developmental positions, and career-development opportunities.
- Offer staff opportunities to attend upward developmental-training courses.
- Continue to provide career counseling to all DHS employees.
- Encourage employees to participate in different types of mentorship programs to develop skills which will help them in future leadership roles.
- Participate in and lead the “Promise Internship” program by working with Oregon institutions of higher learning to provide public-service experience to students of color

Training:

- Inform new employees of policies regarding diversity, the Affirmative Action Plan, EEO, and ADA, by presenting the information in employee handbooks and verbal review during orientations.
- Continue mandatory cultural-competency training. “Cultivating a Diverse Workforce” designed for DHS managers and supervisors during the 2007-09 biennium.
- Initiate new mandatory cultural competency training for all staff starting in early 2007.
- Continue to encourage staff to participate in activities and events that will help them to better understand each other and the clients we serve.
- Disseminate information on, and facilitate attendance at Affirmative Action Plan/EEO and diversity training opportunities.

- Provide leadership in seeking out and obtaining presentations dealing with diversity, and inviting attendance by all interested DHS staff.
- Establish and maintain a system of training record-keeping and review, to assist in the fulfillment of these responsibilities.

Diversity Development and Awareness

- Support the DHS Diversity Development Coordinating Council (DDCC), as well as encourage and enable membership in the Hispanic Network, the Asian Network, and the Oregon Black Networking Association.
- Encourage employees to participate in events such as the annual Blacks in Government Conference, Multi-Cultural Health Conference, and the DHS Diversity Conference.
- Support the DDCC to expand its involvement in the development of training, and upward-mobility opportunities, such as mentoring programs.
- Encourage the DDCC to become an active participant in reviewing relevant policies to ensure policies encompass diversity.
- Assist in the recruitment and retention of a workforce which reflects the department's client population. (To assist in this effort, the Council will advise DHS on the development of a diversity committee structure at all levels of the organization to assure that issues and potential barriers are identified and corrected in a timely manner.)
- Continue to educate our employees in the areas of diversity, affirmative action, EEO, and ADA issues and develop an evaluation process to assure the effectiveness of the program.
- Implement and publicize mechanisms that are put in place to protect the confidentiality of those with self-disclosed disabilities.
- Review all agency training courses, and ensure they include appropriate diversity issues as part of their training materials.
- Require plans that ensure that all local DHS programs reflect the diversity of the community using the DHS Standards and Guidelines for Cultural Competency and Gender Specific Services (Appendix C).

In the area of collaboration with community partners

- Develop diversity initiatives to increase the development and use of collaborative standards for culturally competent and inclusive service delivery.
- Monitor collaborative work relationships with community partners to assure that our stakeholders are representing the diverse needs of DHS clients.

In the area of communication

- Ensure there is consistent communication from the Director and Deputy Director of the importance of diversity and cultural competency as they relate to the mission of the department. Increase communication from Assistant Directors, Deputy Assistant Directors and management team to DHS staff.
- Create opportunities for staff at all levels of the department to participate and contribute to communicating and modeling culturally sensitive behavior to clients and co-workers.