

A. 2009-2011 Goals

During the 2009-2011 biennium, DHS expects to:

- 1) Meet and exceed 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 and/or exceeded. Responsible party: DHS Administrators, Hiring Managers and supervisors and the DHS Office of Human Resources (OHR) Recruitment unit.
- 2) Maintain hiring gains for women, people of color and people with disabilities. This will be an ongoing effort constantly monitored by the Office of Human Resources and Management throughout the biennium, but no less than quarterly. Responsible party: DHS Administrators, Hiring Managers and supervisors. Office of Human Resources for monitoring.
- 3) Improve affirmative action monitoring tools and assure management workforce data access to the hiring supervisor level. We expect to reach this goal by June 2009. Improvement will be measured through management surveys conducted by Office of Human Resources. Responsibility: DHS OHR Human Resource Information Unit and Affirmative Action Officer.
- 4) Use the department and locally developed diversity strategic plan(s) to develop tools to aid in recruitment and retention. This effort will continue throughout the biennium. Responsibility: DHS Diversity Coordinator.
- 5) Work on employment-related areas for improvement that we expect to receive as a result of the department-wide assessment of the hiring practices of people of color at salary range (SR) 24 and above and for people with disabilities at all levels. Responsibility Office of Human Resources, DHS Administrators, Hiring Managers and supervisors.

- 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 as the State-wide Recruitment Improvement Program is initiated by DHS by December 2008. Responsible party: DHS Office of Human Resources Recruitment Unit.
- 7) Expand the department-wide network of local diversity committees assisting and helping to assure that the cultural competency needs of the department are being identified and addressed by January 2010. Responsible party: DHS Diversity Manager or Coordinator.
- 8) Evaluation – As noted in this Plan, DHS Has initiated several activities that we expect to enhance our affirmative action efforts. Our focus in 2009-2011 will be to develop evaluation tools to assess the effectiveness of the affirmative action taken. As we identify what is working, communicate and take steps to apply successful strategies across the department. Responsible party: DHS Diversity Coordinator.

In addition to the goals listed above, we believe the 2007-2009 long term goals represent ongoing efforts that we will continue into 2009-2011. We believe the long-term goals have assisted us in making progress in affirmative action. Our ongoing effort along with constant system improvement approach represents the way to institutionalize both the value and the need for a diverse workforce capable of providing cultural competent services. These ongoing goals and our progress are listed along with progress made in the 2007-2009 biennium:

A. Improve our efforts to increase the number of women, people of color and people with disabilities in our applicant pool.

- The department has created partnerships with organizations throughout the state, such as Portland State University, People with Disabilities Advisory Committee, Hispanic Network, and the Black Networking Association that can serve to increase our access to "protected-class" populations - women, people of color, and people with disabilities. Individual managers also develop

liaisons with local, community-based organizations to assist in this area.

- The department has increased its participation in job fairs, internships and recruitment, and has provided leadership in establishing new programs designed to increase representation of protected-class populations, such as the "Hiring Individuals Ready for Employment" program for people with disabilities. DHS participates in a Department of Administrative Services workgroup to work on improving the effectiveness of the system. Within DHS managers are instructed to pull a HIRE list to fill vacancies.
- Essentials of Human Resource Training includes guidance for managers to assure a more inclusive recruitment process with a focus on diversity 116 managers and supervisors have been trained during the current biennium.
- The Human Resource Recruitment and Retention Unit have developed and are implementing a strategic approach to increasing the department's pool of bilingual applicants. This involves an increased focus on future short- and long-term recruitment strategies that develop and use an active network of resources. The network consists of state and local community groups and higher-education placement services. During 2007-2009, DHS increased our total bilingual staff by 101 employees who were hired to help us meet the needs of our clients. Currently 8.74% (839) of our staff receive bi-lingual differential.

B. Increase our hiring, retention and utilization of protected-class employees by addressing work environment issues through training and organizational development efforts.

DHS has continued our focus concerning our recruitment and retention efforts and hired a manager to lead these efforts, which include:

- Providing leadership in developing new retention strategies such as an employee mentorship program and evaluating work environment issues through the use of exit interviews in collaboration with other agencies;

- Providing opportunities for DHS employees to receive information, training, and work experiences that increase their ability to work effectively with people of diverse cultural and ethnic backgrounds;
- Providing support to DHS management staff as it addresses the supervisory, quality-improvement, productivity, teamwork, career-development, performance-evaluation and workplace-environment issues associated with staff diversity; and
- Providing developmental job assignments and encouraging promotions from within to support career advancement for our diverse workforce.

C. Increase focus on cultural competency

The department Diversity Coordinator position reports to the Recruitment and Retention Manager in the Office of Human Resources.

The Coordinator:

Charged with increasing the DHS focus on diversity and cultural competency.

Coordinates and reviews department efforts to provide culturally competent services to the clients. Where disparities are identified, the Diversity Coordinator acts as a resource to facilitate change.

Responsible for establishing a diversity-management structure that will create and deliver diversity-development systems, tools and services that lead and support organizational and workforce development to achieve department goals.

D. Diversity Development Coordinating Council

The department has established a Diversity Development Coordinating Council (DDCC) that advises and makes recommendations to the department director and Cabinet regarding the impact of policies, practices and programs on both our diverse client-service delivery and workforce development. The DDCC has primary responsibility to develop a diversity

department-wide strategic plan and advises and provides feedback to divisions on strategic plans developed at the division or district level.

The diversity development coordinator works closely with the council in coordinating the diversity committee structure throughout the department. The council includes DHS employees from all levels of the organization and representatives from our employee groups that serve as resources on diversity issues. The council also invites participation from state and local community partners. The council develops the strategic plan for DHS and recommends initiatives to the Cabinet and diversity coordinator. (See Appendix C). The DDCC meets regularly with the diversity manager and the Cabinet to monitor progress and report outcomes.

E. Increase collaboration with other state agencies and community-based organizations.

- The department has increased its collaboration with other state agencies and various community-based organizations representing protected-class constituencies.
- As the department moves forward in our diversity development efforts, inclusion of community partners as stakeholders is seen as a critical need.
- Division plans include strategies to identify and include partners at the county, inter-agency and community groups in developing and implementing our diversity initiatives and for developing and evaluation of the effectiveness of our programs to assure we are truly serving the needs of each local community.

F. Expand the scope of diversity development activities.

The department has conducted many diversity-development activities and training sessions to increase awareness and cultural competency among administrators, managers, and line staff. As part of this effort, DHS has:

- Sponsored diversity awareness events locally throughout the state;

- Sponsored the 15th annual department-wide conference focused on client- and workplace-diversity issues; 2007 and 2008 conferences have provided the opportunity for over 2000 DHS employees to receive a full day of training on a variety of issues related to diversity and cultural competency.
- Local districts have established diversity and bilingual committees that educate staff and assist in local recruitment efforts.
- Planned, developed and implemented a department-wide, mandatory, cultural-competency training program for managers and supervisors.
- Delivered disability-awareness training, such as Diversity and Disability training to 86 staff during the 2007-2009 biennium.
- Delivered Creating a Culture of Service training to 236 staff during the 2007-2009 biennium.

G. Strengthening communication

The department has increased its commitment to communicate the importance of diversity development within the department and in external communications by:

- Increasing the number of articles in DHS newsletters and other publications reflecting the diversity of our workforce and the clients we serve;
- Using our "Director's Weekly Message" (which is sent to all employees and thousands of community partners) to communicate a commitment to diversity issues;
- Developed a marketing plan for the diversity program in DHS.
- Increased resources available on the DHS Diversity website; www.dhs.state.or.us/aboutdhs/diversity/
- Placing disability accommodation statements on DHS documents and job applicant offers to interview.

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. Division Administrators are being invited to share efforts at Council meetings. 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. The DHS Affirmative Action plan is 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.

- Improve Human Resource applicant flow statistics and review with Division administrators on a regular basis no less than every six months or as needed for areas of under representation.
- 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 and social services.
- 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.
- Increase use of the DAS InternOregon program to assist us with efforts focused on reaching populations of people currently underrepresented in state employment.
- 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.
- Continue with mandatory cultural competency training for all staff through 2009 and ongoing for new employees within six months of hire.
- Continue to encourage both management and staff to participate in activities and events that will help them to better understand each other and the clients we serve.

- 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, and the Oregon Black Networking Association.
- Encourage employees to participate in events such as the annual Blacks in Government 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 C2).

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.
- Acknowledge exemplary work in cultural competency and diversity with recognition awards to staff.