SECRETARY OF STATE AUDITS DIVISION

08/26/2009 State Cell Phone Plans: Closer Attention to Usage Could Create Savings

Purpose
We evaluated use patterns to determine whether state agencies were using cell phones efficiently.

Recommendation
We recommend:

- Obtain from vendors cell phone billing and usage reports that identify cost saving opportunities and share those formats and analyses with other agencies as opportunities arise;
- Regularly review cell phone bills and vendor reports to identify zero use phones and usage patterns that indicate a line should be terminated or a plan should be adjusted;
- Update cell phone inventories now and immediately turn off all phones unaccounted for; and
- Update inventories periodically in the future, including accounting for phone returns and line terminations for separating employees.

Response
We agree. DOC is currently working on the process to import billing information provided by our cell providers into our Telsoft call accounting software. This will create a central repository of billing information that will be used to provide monthly reports to managers for review of their staff's usage. Once implemented, DOC will gain an additional level of monitoring of cell phone usage. DOC has encountered challenges in this process such as the providers' ability to provide this information in a usable digital format. DOC will be willing to help other agencies implement this solution.

We agree. DOC already demonstrated success in assigning the correct service plans to phones. We will increase our efforts of reviewing the top users, in both cost and minutes, to optimize the assigned billing plans. DOC hopes the implementation of its central billing repository referred to above will also assist in increasing our effectiveness in this area. DOC has proactively moved the majority of the cell service into pooled minute's service plans. This eliminates

unexpected costs if a cell phone is used outside of its lesser cost service plan. We will continue to review the staff usage for cost abnormalities, and the vendor services options to meet the business requirements within the best rate plan.

We agree. DOC is in the process of implementing new inventory and verification processes. A new inventory form for each cellular device will be sent to the responsible manager for inventory verification and to validate the current employee is in possession of the phone issued. This process will allow DOC to verify which staff each phone is assigned to. The staff member's manager will maintain a copy of the signed inventory form. The returned forms will be compared against the cell phone billing statements and will allow DOC to identify and address any anomalies. Unaccounted for cell phones will have their service cancelled.

We Agree. DOC has updated the cell phone policy including clarifying responsibilities when staff separate from the department. The policy prohibits redistribution of cell phones between staff when the staff terminates employment or no longer needs the cellular device. These policies and enhanced management processes will improve inventory and tracking of cell phones. Monthly reports will be sent to managers detailing their staff's cell phone usage. This will allow them to track inventories at the same time.

01/07/2010 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2009

Purpose

This audit work was not a comprehensive audit of the department. Instead, the audit work performed allowed us, in part, to achieve the following objectives: (1) express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles; (2) determine whether the state's internal controls provided reasonable assurance of proper accounting, financial reporting, and legal compliance of transactions; and (3) determine whether the state has complied with applicable legal requirements that may have a direct and material effect on the state's financial statements.

Recommendation

None

Response
No response required.

12/15/2010 Statewide Single Audit – ARRA State Fiscal Stabilization Fund (SFSF) – Government Services, Contracted by Secretary of State through Moss Adams, LLP

Purpose
We determined whether the Department of Corrections substantially complied with the federal requirements relevant to the following federal program:

ARRA – State Fiscal Stabilization Fund (SFSF) – Government Services

Recommendation
None

Response
No response required.

12/2010 Administration of Earned Time

Purpose
During the 2010 Special Session, the Legislature directed the Secretary of State to conduct an audit of earned time to evaluate the actual and potential impacts of the program; assess the Department of Corrections' compliance with statutes and its rules, policies and procedures; and to analyze best practices among similar programs in other jurisdictions.

Recommendation
We recommend that the Oregon Department of Corrections clarify its earned time rules, policies and guidance; and review its procedures for assigning inmates to programs and disciplining them for rule violations in the four months prior to release.

We recommend the Department take the following actions to improve its administration of earned time:

1. Develop clear policy and guidance to address:
• the definitions of a program failure and refusal;
• the identification of all required Oregon Corrections Plan programs;
• the definitions, use and management of program exit codes; and
• treatment of disciplinary segregation.

2. Ensure that its rules and purpose statement are appropriately aligned.

3. Review program enrollment procedures to ensure that willing inmates are entered into programs mandated by their Oregon Corrections Plan.

4. Revise administrative rules to consistently address inmate accountability for misconduct during the four months prior to release.

Response

Develop clear policies and guidance to address the definition of program failures and refusal

The Department partially agrees with this recommendation. Current policies and rules provide “guidance” on the definition of compliance; however, practices between institutions and counselors may appear inconsistent without adequate documentation.

Develop clear policies and guidance to address the identification of all required Oregon Corrections Plan programs

The Department agrees with this recommendation and is already taking steps to clarify required programming for inmates in its care and custody. The Department acknowledges the auditors found instances where programs currently defined as

"required" were not accurately listed on the OCP. The auditors correctly observed the absence of a desk and/or training manual for counselors and for the use of CIS. The Department agrees these will be valuable tools for staff.

Develop clear policies and guidance to address the definition, use and management of program exit codes

The Department agrees with this recommendation and has already taken steps to improve the definitions, use and management of exit codes. As noted in the audit report, CIS continued to allow the entry of exit codes eliminated as early as 2004 through part of 2009. On March, 1, 2010, a list of program exit codes was updated and posted on the universal drive, accessible to all staff regardless of work unit. This list identifies 30 approved codes and categorizes the exit codes by administrative actions.

Develop clear policies and guidance to address the treatment of disciplinary segregation

The Department partially agrees with the recommendation. Current rules provide the structure necessary for an inmate's misconduct to result in an inmate failing to earn earned time associated with the institutional conduct portion of the earned time calculation. In addition, the proposed Correctional Case Management policy includes direction on how to address compliance in the case of an inmate whose behavior prevents him/her from being offered or placed into a mandated or required program. The Department does not agree an inmate's program compliance is necessarily impacted by their placement in segregation as some inmates are able to participate in OCP required/mandated programs.

Ensure the Departments rules and purpose statement are appropriately aligned

The Department agrees with this recommendation and will convene a group, including DOJ counsel and representatives from the Criminal Justice Commission, to review the rules in comparison to the purpose statement. As indicated by the auditors, earned time was established in Oregon in 1989 and while the rules have been updated and modified through initiative and legislation in the last 21 years, the purpose statement has not been reviewed.

Review program enrollment procedures to ensure willing inmates are entered into programs mandated by their Oregon Corrections Plan

The Department partially agrees with this recommendation and is currently engaged in a review and rewrite of OAR 291, Division 113, Workforce Development and Education Programs. The Department does not agree the current enrollment procedures prevent "willing" inmates from participating in programming nor does it agree "willingness" is the only factor it is required to consider when enrolling inmates in department-offered programs. The biggest challenge for enrolling inmates into programs remains, and will continue to be, the reality there are more inmates in need of programming than there are programming opportunities. At its most basic, this is the challenge of demand exceeding supply and the resources necessary to increase that supply.

Revise administrative rules to consistently address inmate accountability for misconduct during the four-months prior to release

The Department partially agrees with this recommendation. The Department agrees to review its rules as they relate to the assumption of compliance at the final review conducted four months prior to an inmate's release. The Department does not agree with the suggestion it fails to address inmate misconduct in the last four months of incarceration as seriously as it does during the prior period of incarceration.

Conclusion

The results of the audit found the Department and its staff to be in compliance with the law and identified a savings to the State of Oregon of at least $25 million through the use and correct application of earned time. The Department welcomes the new perspective and information provided by the Secretary of State audit team and acknowledges it is both prudent and necessary to routinely review all rules, policies, procedures and practices.

01/03/2011 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2010

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

02/01/2012 Audit Management Letter for Statewide Single Audit of Selected Federal Programs for the Year Ended June 30, 2011

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objectives of the statewide single audit were to: (1) determine whether the department has complied with laws, regulations, contracts or grants that could have a direct and material effect on the selected federal program, and (2) determine whether the department has effective internal controls over compliance with the laws, regulations, contracts and grants applicable to the selected federal program.

Recommendation
None

Response
No response required.

12/12/2011 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2011

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

02/10/2012 Agencies Ensured Contracts with Former State Employees Were Properly Awarded

Purpose
In response to a 2011 highly-publicized instance of questionable contracting practices, at the request of the Department of Administrative services, we began an audit of personal services contracts awarded to former state employees. We reviewed personal services contracts with former state employees at 10 agencies, as well as personal services contracting practices at a board and a commission.

Recommendation
No statewide recommendations and no recommendations specific to the Department of Corrections.

Response
No response required.

07/24/2012 Department of Corrections: Managing Security Personnel Costs

Purpose
The objective of our audit was to determine if the department could reduce personnel costs through better administrative practices.

Recommendation
We recommend that the department:

1. Ensure that the calculation and management of the post factor employ sound practices and the best, most reliable data available, such as:
    - Using actual employee payroll hours;
    - Assessing staff availability by institution and classification; and
    - Monitoring the post factor of individual institutions as well as the overall department post factor.
2. Revise current data collection methods for identifying overtime causes to allow more meaningful analysis. Specific examples include obtaining more information on unplanned workload, such as hospital watches, and using broad categories such as changes in workload, planned absences, unplanned absences, and vacant position as contributing factors to the need for overtime.

Response

Recommendation #1:

The department generally agrees. We are in the process of changing operational policies and practices with institution staff deployment offices, which will enable us to provide a more accurate reflection of individual staff assignments and overtime assignments. This will provide a more consistent application of DOC staff deployment practices and more accurately capture staff payroll hours, leave usage and reasons for overtime. This will also assist in placing staff in assignments based upon correct classification, as well as those staff having proper training credentials for certain post assignments.

The recommendation to monitor the post factor for individual institutions as well as the overall department would be beneficial in the assignment of overtime dollars. Breaking down leave by institution may assist those facilities who have a higher percentage of senior staff. The department would be best served by having a consistent relief factor for five-day and seven-day posts; staffing variances could be addressed with an overtime funding reallocation.

In regards to the methodology used in this report for calculating the relief factor for five-day and seven-day posts, the department would like to further explore how staff vacancies should be captured and calculated into the relief factor. While the use of actual payroll data captures the behavior of current employees, it overlooks the void created by holding positions vacant. A vacancy factor does reduce the availability of staff for post assignment. Vacant posts have to be covered by overtime or by assigning relief staff who would normally provide relief for staff on vacation, training or other types of leave. The position vacancy rate should be part of the relief factor. Taking “time needed to fill a vacancy” into

account when developing the post relief factor is recommended in the National Institute of Corrections Net Annual Work Hours Model (Chapter 8, page 40).

The relief factor noted for staff training is also a concern. The department does not dispute the actual staff training of 25 hours for this period of review. However, we would like to recognize that due to severe budget reductions and constraints over the last two biennia, the department has consciously restricted training hours below the number of hours necessary to maintain a workforce that is well versed and prepared to respond to issues and challenges inherent in running correctional institutions. A long-term approach to staff training would include funding for 40 hours of annual in-service training for all veteran staff, a six-week training program for all new correctional officers, and hours for instructors. Finally, a comprehensive plan should include hours for specialty skills to provide for properly trained staff in the areas of Tactical Emergency Response Teams, Crisis Negotiators, Emergency Staff Services, and Honor Guard functions.

The relief factor calculation in this report included actual vacation hours rather than accrued vacation hours. DOC employees can bid all of the vacation hours to which they are entitled. If DOC management denies the requested vacation, the agency must pay the denied time out to employees. Therefore, DOC has a financial liability for all accrued vacation hours, whether taken as time off or paid out, which is why we respectfully disagree with the Secretary of State's statement that we inappropriately requested policy option packages for post relief factor.

Recommendation #2:

The department agrees. As noted in the above recommendation, the recent change in the staff deployment policy and operational practices will provide a more consistent application and accurate reflection of staffing needs for individual institutions. Having staff deployment coordinators assign the majority of relief staff to vacant positions, reducing the workload on shift supervisors, and reducing their need for discretionary assignments and movement of staff will assist the department in accurately capturing leave codes.

12/01/2012 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2012

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

8/6/2013 Department of Corrections: Treatment of the Highest-risk Offenders Can Avoid Costs

Purpose
Our audit objective was to determine whether the estimated benefits of providing substance abuse treatment to the highest-risk released offenders exceed the costs. We focused on the estimated benefits and costs associated with offenders released from 2008 through 2011.

Recommendation
We recommend the Department of Corrections management:

1. Work with county community corrections agencies and the Legislature to coordinate funding and track resources to provide substance abuse treatment for the highest-risk offenders wherever possible.

2. Explore utilizing expanded Medicaid funding for substance abuse treatment for released offenders and consider integrating Medicaid eligibility review into release planning.

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Response

Recommendation #1:

The department agrees. The department will provide the legislature with information about how counties use community corrections grant-in-aid dollars. While the department does not direct or authorize how counties supervise offenders or appropriate dollars to specific programs, the department does provide research, data, and technical assistance to the counties on effective ways to assess offenders and balance resources between supervision, sanctions, and services.

Recommendation #2:

The department generally agrees. For the majority of offenders in the community corrections system, counties determine eligibility for Medicaid and all other federal and state funding-match programs. However, in Linn and Douglas counties, the Oregon Department of Corrections directly supervises offenders and strives to enroll offenders in Medicaid whenever possible.

The department also agrees that Medicaid eligibility determinations need to be incorporated into release planning, and we are working with the Oregon Health Authority to explore a two-phase implementation process.

Additionally, the department is hiring a re-entry benefits coordinator who will focus on developing processes to pre-qualify inmates nearing release for Medicaid, Medicare, veterans' benefits, social security, and other such benefits for which they may qualify. This position will also serve to ensure releasing inmates are effectively linked to these and other supportive services.

12/31/2013 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2013

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

DATE ISSUED | REPORT NUMBER

Recommendation
None

Response
No response required.

JOINT LEGISLATIVE AUDIT COMMITTEE

None

Progress of HB 4131 Implementation

Years before the passage of HB 4131 (2012 Regular Session), budget reductions and the need for efficiency improvements caused DOC to reduce their management to staff ratio. Since the 2001-03 biennium, the department has improved or maintained this ratio at the same time the prison population increased and four new prisons were opened.

Legislatively Adopted Budgets

2001 – 03		2003 – 05		2005 – 07		2007 – 09		2009 - 11		2011 - 13		2013 - 15	
Mgmt	Staff	Mgmt	Staff	Mgmt	Staff	Mgmt	Staff	Mgmt	Staff	Mgmt	Staff	Mgmt	Staff
394	3,605	365	3,576	397	3,883	448	4,325	432	4,210	384	4,108	369	4124
1 to 9.15		**1 to 9.80**		**1 to 9.78**		**1 to 9.65**		**1 to 9.75**		**1 to 11**		**1 to 11**	

DOC has taken the implementation of HB 4131 as an opportunity to further streamline our work and ensure the business need for management and management/supervisory positions. As of November 1, 2013, DOC's ratio was 1-to-11.

DOC's is continuing to hold steady and improve that ratio as much as possible by continuing to hire conservatively and utilize the supervisory staff we already have to meet our business needs.

Affirmative Action

Overview

The Department of Corrections (DOC) has prepared its Affirmative Action Plan (AAP) for the 2013-15 Biennium. Each year all managers are required to review DOC's Equal Employment Opportunity (EEO)/Affirmative Action (AA) policy. A memo from the department director is sent to all managers and posted on employee bulletin boards annually affirming the department's commitment to EEO and Affirmative Action as well as the department's commitment to a work environment free from hostility, harassment or discrimination.

Each quarter Affirmative Action statistics are provided to senior managers to share with their management teams for the purpose of increasing awareness of the composition and diversity of the department's workforce.

As of June 30, 2013, the Department's statistics for employees who are women is:

Women

Job Code	Title	Positions	Filled by Women	Parity	Under Parity
A01	Middle Management (SR 24-30)	59	23	26	-3
A02	Upper Management (SR 31+)	121	45	45	0
B02	Communication/Editor	1	1	1	0
B04	Nurse/Health	303	224	214	10
B05	Physician/Dentist/Veterinarian	41	8	14	-6
B07	Purchasing Agent/Analyst	12	9	6	3
B09	Social Science Planner/Res'r	6	4	3	1
B10	Personnel/Employment	38	27	22	5
B11	Inspector/Compliance/Investig'r	19	5	10	-5
B12	Computer Analyst	82	25	27	-2
B13	Attorney/Hearings Officer	11	4	4	0
B15	Accounting/Finance/Revenue	20	13	11	2
B16	Program Coordinator/Analyst	71	45	30	15
B17	Social Services	168	83	101	-18
B18	Lieutenant/Captain/Pilot	146	21	23	-2
C01	Health	79	69	60	9
C02	Engineering/Construction	8	1	2	-1
C09	Electronics	4	0	1	-1

D02	Correction Officer	2303	407	526	-119
E01	Non Supervisor	33	13	20	-7
F01	Office Assistant/Specialist	229	211	161	50
F02	Accounting	36	32	26	6
F03	Office Manager	2	2	2	0
F04	Administrative Specialist	117	101	83	18
F05	Other Specialist	8	7	6	1
G03	Trades/Maintenance Repair	1	0	1	-1
G05	Mechanic/Boiler Operator	39	0	5	-5
G06	Trades	58	1	7	-6
H01	Service/Maintenance	260	77	99	-22
H02	Supervisory	6	0	3	-3

As of June 30, 2013, the Department's statistics for employees who are people of color is:

People of Color

Job Code	Title	Positions	Filled by Women	Parity	Under Parity
A01	Middle Management (SR 24-30)	59	8	9	-1
A02	Upper Management (SR 31+)	121	13	15	-2
B02	Communication/Editor	1	0	1	-1
B04	Nurse/Health	303	31	35	-4
B05	Physician/Dentist/Veterinarian	41	4	5	-1
B07	Purchasing Agent/Analyst	12	1	1	0
B09	Social Science Planner/Res'r	6	1	1	0
B10	Personnel/Employment	38	3	5	-2
B11	Inspector/Compliance/Investig'r	19	2	3	-1
B12	Computer Analyst	82	10	11	-1
B13	Attorney/Hearings Officer	11	3	1	2
B15	Accounting/Finance/Revenue	20	4	3	1
B16	Program Coordinator/Analyst	71	6	7	-1
B17	Social Services	168	19	27	-8
B18	Lieutenant/Captain/Pilot	146	16	23	-7
C01	Health	79	14	11	3
C02	Engineering/Construction	8	0	1	-1
C09	Electronics	4	0	1	-1
D02	Correction Officer	2303	300	252	48
E01	Non Supervisor	33	5	4	1

F01	Office Assistant/Specialist	229	33	23	10
F02	Accounting	36	1	4	-3
F03	Office Manager	2	0	1	-1
F04	Administrative Specialist	117	8	12	-4
F05	Other Specialist	8	0	1	-1
G03	Trades/Maintenance Repair	1	0	1	-1
G05	Mechanic/Boiler Operator	39	3	3	0
G06	Trades	58	6	5	1
H01	Service/Maintenance	260	22	31	-9
H02	Supervisory	6	0	1	-1

People with Disabilities

Representation of persons with disabilities continues to be a small compared to other agencies. Sixty (60) percent of the department's positions are in the security classification series where strict physical standards and requirements are required pursuant to the Department of Public Safety Standards and Training (DPSST) (ORS 259-08-010).

As of June 30, 2013, the Department's statistics for employees with disabilities is:

People with Disabilities

Job Code	Title	Positions	Filled by Women	Parity	Under Parity
A01	Middle Management (SR 24-30)	59	1	4	-3
A02	Upper Management (SR 31+)	121	2	8	-6
B02	Communication/Editor	1	0	1	-1
B04	Nurse/Health	303	2	19	-17
B05	Physician/Dentist/Veterinarian	41	0	3	-3
B07	Purchasing Agent/Analyst	12	0	1	-1
B09	Social Science Planner/Res'r	6	0	1	-1
B10	Personnel/Employment	38	0	3	-3
B11	Inspector/Compliance/Investig'r	19	0	2	-2
B12	Computer Analyst	82	1	5	-4
B13	Attorney/Hearings Officer	11	0	1	-1
B15	Accounting/Finance/Revenue	20	0	2	-2
B16	Program Coordinator/Analyst	71	0	5	-5
B17	Social Services	168	0	11	-11
B18	Lieutenant/Captain/Pilot	146	0	9	-9

C01	Health	79	0	5	-5
C02	Engineering/Construction	8	0	1	-1
C09	Electronics	4	0	1	-1
D02	Correction Officer	2303	27	139	-112
E01	Non Supervisor	33	0	2	-2
F01	Office Assistant/Specialist	229	1	14	-13
F02	Accounting	36	0	3	-3
F03	Office Manager	2	0	1	-1
F04	Administrative Specialist	117	3	8	-5
F05	Other Specialist	8	0	1	-1
G03	Trades/Maintenance Repair	1	0	1	-1
G05	Mechanic/Boiler Operator	39	0	3	-3
G06	Trades/Maintenance Repair	58	0	4	-4
H01	Service/Maintenance	260	0	16	-16
H02	Supervisory	6	0	1	-1

Summary

The department will continue to focus on recruiting women and people of color in all positions, strongly working toward parity in positions where women and people of color are under-represented. The department will continue to review recruitment strategies for people of color, women, and people with disabilities to see what actions have been successful in bringing applicants to the department and develop strategies for improving recruitment responses.

Recruitment and Selection

Interview Panels: Managers and hiring officials will make every reasonable effort to ensure interview panels are diverse.

Newspaper Advertisements: Human Resources Recruitment places ads for vacant positions in major newspapers statewide including *The Oregonian, The Statesman Journal, The East Oregonian, The Eugene Register Guard, The Hermiston Herald, the Argus Observer, Malheur Enterprise, Baker City Herald, The Record Courier, La Grande Observer,* and the *Democrat Herald*. Newspapers designed to reach all populations will be used. These publications include *El Hispanic News* and the *Goal Latino* for Hispanics; *The Asian Reporter* for Asians; *The Skanner* and *The Portland Observer* for African Americans. Provided there are sufficient funds, national papers published by minority organizations, such as *EOE Journal* and *Affirmative Action Register*, may also be used.

Internet Advertising: The department posts open competitive job recruitments on a variety of internet sites to increase the diversity of its applicant pool.

Community Organization Outreach: Contact with organizations representing the special interests of people of color will be maintained by having staff from the department attend group meetings and conferences.

Job Information Fairs: The department will participate, as financial and staffing resources permit, in job fairs focusing on women, people of color, and people with disabilities.

College/University Career Days: Employees of the department will attend college and university career days and job recruitment functions. Each institution will make staff available to attend career days being held at community colleges and universities located in their geographical area of the state. Recruitment and Career Services staff has visited with various schools throughout the Northwest such as Portland Community College, Western Oregon University, Southern Oregon University, University of Nevada, Boise State University, Idaho State University, Rick's College, and Central Oregon Community College.

The department participates in the School-to-Work week in April which invites students to accompany their parents to work. There is participation throughout the department in providing students with career exploration activities.

Video: The department has developed a video which shows the staff working in some of the primary institutions and in the administration. The purpose of the video is to use as an information tool to be shown at career days and job fairs.

Vacancy Type and Order: Where affirmative action goals have been established for a particular classification and representation remains below parity standards, the first priority is an open competitive recruitment.

Career Development

Career Counseling: Individual career counseling is available to all department employees by contacting the Recruitment and Background Investigation Services Unit or the assigned human resources manager.

Succession Planning Staff Development and Leadership Track: Staff in positions of management are encouraged to development a talent pool within the department to facilitate leadership continuity. A performance plan is provided as a general outline to guide and facilitate staff development.

Training

Leadership/Supervisor Training: The department partners with the Department of Public Safety Standards and Training (DPSST) to offer ongoing professional development to security series management staff. Internally, the department offers short several online training options in both leadership and management development.

DOC Strategic Initiative-Cultural Competency: The Department has identified Gary Sims as the Diversity and Inclusion Administrator. Mr. Sims is a member of the Policy Group and continues to fine tune the overall agency messages and practices regarding diversity, cultural competencies, and inclusion.

Other Programs

Reports: The department's Diversity and Inclusion Administrator will review affirmative action goals and the progress of the entire department on a quarterly basis. This person will develop and distribute to managers a report based on the DAS Affirmative Action Progress Report, summarizing employment movement (hires, promotions, separations, etc.).

Position Descriptions: As position descriptions are written or revised, conditions that might limit or restrict people with disabilities from consideration will either be reviewed and only where there are bona fide requirements will duties be identified which might limit people with disabilities from consideration. Human resources analysts, classification, and recruitment staff work closely with managers and supervisors to ensure position descriptions are not inadvertently biased in any way.

Bilingual Pay Differential: The department will continue to utilize identified staff members to provide language skills for communication and translation purposes. Effective this year, staff currently receiving bilingual pay will be required to pass an approved test to continue to receive the differential.

Special Observances: Functional unit managers are encouraged to address cultural diversity awareness issues through topics at staff meetings, planning special observances in recognition of minorities, encouraging staff participation in special events in the community related to minority heritage, and in special training sessions. The emphasis should be placed on resolving problems, combating stereotypes, and highlighting the advantages of cultural diversity.

Internal Dissemination

The Affirmative Action Plan (AAP) will be brought to the attention of employees in the following ways:

- The director's Affirmative Action Policy Statement shall be disseminated to all staff along with DOC policies, ADA, and Reasonable Accommodation and Promotion and Maintenance of a Respectful Workplace available at each worksite outlining the procedure for filing a complaint.
- Affirmative Action progress reports of statistical data by functional unit will be disseminated to superintendents and members of the department's Executive Management Team and posted in an electronic public folder for access by all department staff and managers.
- Affirmative Action accomplishments and diversity issues will be published in the department's employee newsletters and on bulletin boards.
- The Basic Corrections Course shall include a two-hour module on a respectful workplace.
- The department's policy statement on Respectful Workplace will be posted on employee bulletin boards, in public lobbies, employee lounges, and meeting rooms.
- Biennial training will be held with department managers and supervisory staff to inform them of the department's AAP.
- Meetings will be held with union officials to inform them of the AAP and to request their continued cooperation.
- Non-discrimination clauses shall remain in all collective bargaining agreements.
- Affirmative action goals and progress will be on the agenda of key departmental staff meetings dealing with personnel.
- Supervisors will conduct meetings with employees to discuss the Affirmative Action Plan (AAP).
- Copies of the AAP distributed to DOC Human Resource Managers. Additional copies can be obtained by contacting the Diversity and Inclusion Administrator.

External Dissemination

The AAP will be represented to outside sources through the following means:

- The department's employment advertisements shall state the DOC is an "Equal Opportunity/Affirmative Action Employer in compliance with the ADA." Advertising shall occur, when adequate financial resources are available, in local publications frequently read by individuals who fall within a protected class.
- Recruiting sources including minority and women's organizations and organizations for the people with disabilities, churches, community agencies, and colleges shall be informed of the department's equal employment policy.
- Contractors will be informed of the department's policy of equal opportunity and affirmative action.
- The Diversity and Inclusion Administrator shall establish communication and maintain relationships with outside organizations representing the interests of protected classes and individuals in the field of equal employment opportunity.
- Copies of the AAP will be provided to the Governor's Office of Affirmative Action.
- Copies of the department's AAP will be distributed to the department labor organizations.
- Copies of the department's AAP will be provided to other state government agencies upon written request.
- Copies of the department's Respectful Workplace, Affirmative Action and Equal Employment Opportunity and related policies are available to the public and state agency personnel on DOC internet site: http://www.oregon.gov/DOC/INSPEC/rules_policies/.

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