

AFFIRMATIVE ACTION PLAN



Table of Contents

Agency Overview.....	3
Mission, Vision, Values	3
Agency Director/Administrator	4
Governor’s Policy Advisor for OSP.....	4
Lead for Business Equity: COBID/Buy Oregon.. ..	4
Other Agency Diversity Equity and Inclusion Staff.	4
Organizational Chart.....	5
Agency Affirmative Action Policy Statement/Agency Diversity & Inclusion Statement.....	6,7
State and Federal Employment Law and OSP Policy Documents.....	7
2021 – 2023 Affirmative Action Plan Progress Report	8
Forensics Services Division	9
Fish and Wildlife Division.....	9
Recruit Hiring Process	10
Inclusive Recruiting efforts	11
Health Wellness and Resiliency	12
Diversity Equity and Inclusion Unit.....	13
OSP Inclusion Team	13
Additional 21-23 progress.....	14
Ongoing Efforts from 21-23	15
Complaint Process	16
Reporting Agency Complaints.....	16
Advancing Contract Equity & Procurement Processes	16
Contracts with Minority and Women-owned Businesses	16
Executive Order No. 22-11.....	17
Demographic Analysis.....	18-22
2023-2025 Affirmative Action Strategies.....	23
1. Enhancing Recruiting and Assessment	23
2. Diversifying the Workforce and Creating and Inclusive Workplace	23
3. Intentional Community Engagement.....	24
4. Succession Planning, Mentoring & Developing People	24
Roles for Implementation of Affirmative Action Plan.....	25
Appendix	26

Agency Overview

Founded in 1931, the Oregon Department of State Police (OSP) is a multi-disciplined organization that is charged with protecting the people, wildlife, and natural resources in Oregon. To accomplish this charge, we enforce the traffic laws on the state’s roadways, investigate and solve crime, enforce fish, wildlife, and natural resource laws, conduct forensic analysis and post-mortem examinations, regulate gaming, provide background checks, retain law enforcement data, records, and manage the criminal justice information services. The work of the Oregon State Police is organized into the Police Services Bureau, Field Operations Bureau, Public Safety Services Bureau, Gaming & Business Services Bureau, Oregon State Fire Marshal, Forensic Science & Pathology Bureau, and Workforce Development & Support Bureau. The agency operations are supported by three Region Headquarters with 36 Area Command / Worksite offices and five regional forensic crime labs throughout the state.



Mission Statement

The mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce.

Vision Statement

The Oregon State Police will be a leader in delivering high-quality services that support and enhance public safety in the 21st Century.

Values

The following five values represent the “moral compass” of the Oregon Department of State Police. We are committed to living these values every day and embodying them in our daily activities as public safety professionals:

Honor

We will honor the mission entrusted to us by preserving the peace and protecting the rights of all people.

Loyalty

We are loyal to the agency's mission and to providing equal service to all.

Dedication

We are dedicated to delivering innovative and professional public safety services.

Compassion

We will serve all people and fulfill our duties with the utmost understanding and empathy.

Integrity

We will act with the highest level of responsibility and accountability in accordance with the public’s interest and trust.

Agency Director/Administrator

Casey Codding – Superintendent

Governor’s Policy Advisor for OSP

Constantin Severe – Public Safety and Military Policy Advisor

Agency Diversity Equity and Inclusion / Affirmative Action Representative to the Governor’s Office of Cultural Change

Kenny Lowe - Diversity Equity and Inclusion (DEI) Manager

Lead for Business Equity: COBID/Buy Oregon. EO 18-03 Designee

Sharon Domaschofsky – Business Services Manager & DPO

Agency Diversity Equity and Inclusion Staff (3.0 FTE)

Kenny Lowe, DEI Manager (HR Manager 2)

Oregon State Police, GHQ

3565 Trelstad Ave SE, Salem, OR 97317

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Aaron Hire MA/MBA, DEI Trainer (TDS2)

Oregon State Police, GHQ

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Email: aaron.hire@osp.oregon.gov

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DEI Analyst (OPA1)

Oregon State Police, GHQ

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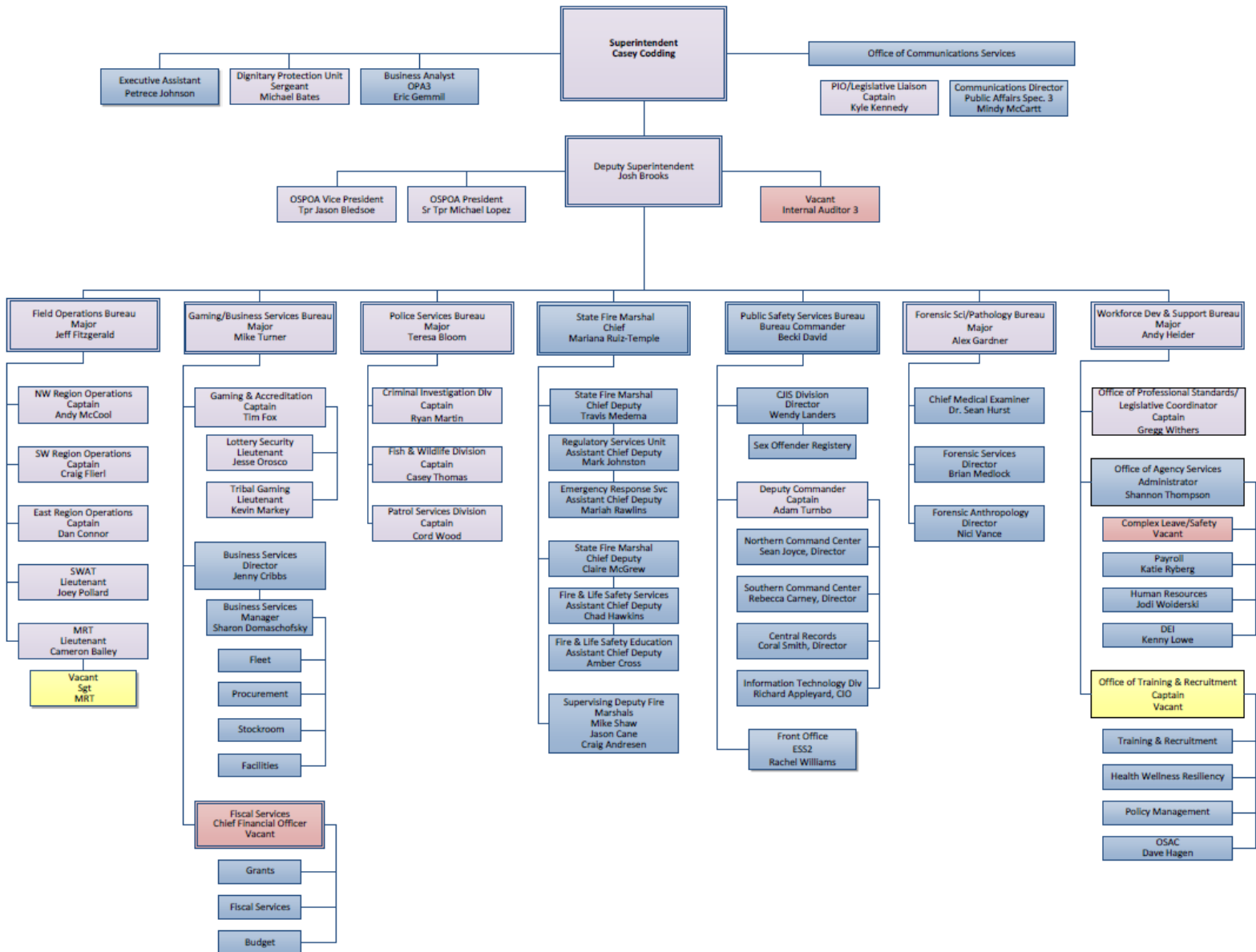
Email: Phone: 503.383.5116

Oregon State Police Inclusion Team (Volunteer specialty assignment)

Email: osp.inclusion@osp.oregon.gov

<u>Team Members</u>	<u>Division or Section</u>	<u>Location</u>
Abby King	HWR	GHQ
Cameron Jamison	Fish and Wildlife	Central Point
Craig Gunderson	Fish and Wildlife	The Dalles
Darrel Hall	Forensics	Portland
EJ Bermea	SOR	GHQ
Lauren Bowden	IT	GHQ
Michael Berkowitz	Dispatch Supervisor	SCC
Ngan Vo	Forensics	Portland
Stephanie Ingraham	HR	GHQ
Teresa Bloom	Training and Recruiting	GHQ
Tyler Steele	Patrol	Pendleton

Organizational Chart



Agency Affirmative Action Policy Statement [\(Policy 301.1\)](#)

It is the policy of the Department of Oregon State police that no person shall be discriminated against because of race, religion, color, national origin, marital status, sex, age, disabled status, sexual orientation or other protected class covered by state and federal laws.

The Oregon State Police is committed to affording all persons a fair and equitable opportunity for employment and advancement based on their knowledge, skills and abilities.

The Department will seek out discriminatory practices and alleviate their existence by taking positive corrective action. Department policies, rules, procedures and practices will be regularly reviewed for this purpose.

Managers and supervisors will ensure that employees, applicants for employment and the public served by this Agency will not be discriminated against based on their membership in a protected class.

Any employee who believes they have been a victim of discrimination or harassment contrary to policy, rule or law may file a complaint using the process outlined in the Department's *Personnel Complaint Procedures & Guidelines for Investigations & Corrective Action*. A copy of this manual is in each State Police facility. A copy of the [policy](#) is posted in the Agency Policy, Rules and Procedures Manual located on the Intranet. However, when appropriate, it is encouraged that an attempt be made to resolve discrimination or harassment complaints at the lowest level possible.

Members of the public who believe they have been a victim of discrimination or harassment may contact the nearest State Police supervisor or the Office of Professional Standards of the Superintendent's staff at (503) 934-0272. This policy extends to contractors and vendors working as agents for the Department. ([Online feedback process](#))

Managers and supervisors are expected to provide leadership and initiative towards accomplishing a successful agency Affirmative Action/Equal Opportunity Program. Their performance in this area will be evaluated during their annual performance review.

This policy shall be posted in each State Police facility in a location accessible to both employees and the general public.

Agency Diversity, Equity, and Inclusion Statement

Oregon State Police (OSP or Department) partners with the Governor's Office of Office of Cultural Change to ensure alignment with enterprise efforts to promote diversity, equity, and inclusion. This includes, but is not limited to, ensuring all OSP employees strive to be culturally responsive and promote the ongoing practice of fostering an inclusive workplace culture in support of our agency's commitment to protecting the people, property, and natural resources of the state. OSP recognizes that the legitimacy of our authority is provided by the people we serve, and that operationalizing diversity, equity and inclusion is foundational to building and maintaining community trust.

Our workforce is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees bring to their work represents a significant part of our culture, our reputation, and our achievement.

We value our employees' differences in age, ability, race, ethnicity, family or marital status, gender identity or expression, language, national origin, political affiliation, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique and enrich our agency. Our employees comprise the foundation of service for the Oregon State Police, and we stand committed to an increased effort to recruit, hire, train, develop and support a workforce that reflects the diversity of our Nation. This commitment and ongoing practice will strengthen the Department and make us more effective in carrying out our mission.



State and Federal Employment Law & OSP Policy Documents

The Agency's policies to support DEI as well as those related to state and employment law are detailed in the [appendix](#) at the end of this document. These policies are accessible to all employees via OSPs Policy and Procedure Management System: PolicyTech. Interested parties can find forms, public reports or other publications or documents at [Oregon State Police: Search Forms & Publications: State of Oregon](#).

2021–2023 Affirmative Action Plan Progress Report

Strategies and goals presented in the [2021–2023 Affirmative Action Plan](#) focused on: Recruitment, Selection, Retention, Employee Engagement, and Succession Planning.

Operationalizing strategies in the '21-'23 AAP started in July 2021 as OSP began implementation of the agency's [5-Year Strategic Roadmap](#). This roadmap included updates to the OSP Mission, Vision, and Values Statements (*below*), and the development of **Strategic Roadmap Focus Areas** (*below*), which serve to guide and shape OSP priorities, inform the way we provide our services, and reenforce the high standard to which we must hold ourselves accountable. These updates reflect OSP's efforts to elevate AA/DEI and included more inclusive language and strategic focus areas that were led with an agency emphasis on Diversity Equity Inclusion and Employee supports.

Mission & Vision Updates:

Mission Statement
Founded in 1931, the mission of the Oregon State Police is to serve the State of Oregon with a diverse workforce dedicated to the protection of people, property, and natural resources.

Mission Statement
The mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce.

Vision Statement
To provide premier public safety services.

Vision Statement
The Oregon State Police will be a leader in delivering high-quality services that support and enhance public safety in the 21st Century.

Agency Values Updates:

Honor

We will honor the mission entrusted to us by preserving and protecting the public's safety.

We will honor the mission entrusted to us by preserving **the peace and protecting the rights of all people.**

Dedication

We are dedicated to delivering excellent public safety services.

We are dedicated to delivering **innovative and professional** public safety services.

Loyalty

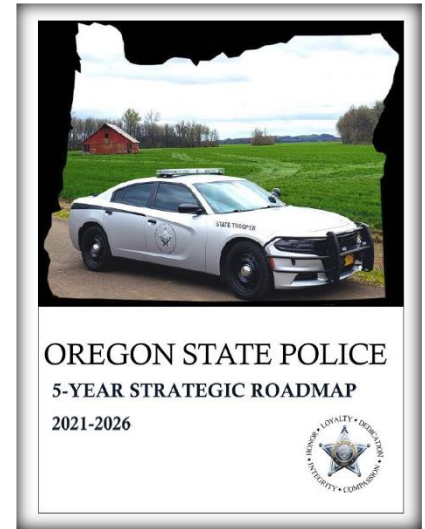
We are loyal to the agency's public safety mission and the ~~citizens~~ we service.

We are loyal to the agency's mission and to providing **equal service to all.**

The OSP 2021-2026 Strategic Roadmap Focus Areas:

1. Diversity, Equity, Inclusion and Employee Services
2. Collaboration
3. Stewardship and Transparency
4. Service Delivery Improvement and Adaptability

Each division was asked to develop action plans designed to improve and enhance performance informed by the updated Mission, Vision, Values and Strategic Focus areas. Several divisions took immediate action on developing action plans while others wanted to inform their planning with the expertise of the Diversity, Equity, and Inclusion (DEI) Unit. The DEI Unit consists of a Manager, Training and Development Specialist II, and Policy Analyst (3FTE) – This unit was established and staffed in 2022 to help inform and support these division directed efforts.

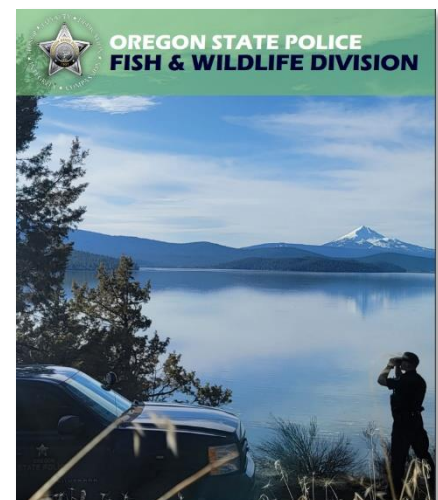


Division-Level Strategic Roadmap Action Items:

The [Forensic Services Division](#) in collaboration with the DEI Unit have been working towards an objective of develop marketing strategy and material that aids in recruiting a diverse workforce. This resulted in efforts to develop relationships with key stakeholders in local higher education institutions (Colleges of Science, Career Development Centers, Multicultural Centers) and developing bilingual marketing material.



The [Fish and Wildlife Division](#) in collaboration with the DEI Unit is working to increase intentional outreach and engagement efforts to groups the division hasn't historically worked with. This includes DEI Unit efforts to help engage organization who promote outdoor recreation, fishing, and hunting to historically marginalized and underrepresented populations in Oregon. An example of Fish & Wildlife Division engagement includes participation in attending the first Bully Creek Fishing Event for adults in custody (AIC) hosted by the Snake River Correctional Facility. This program was created to assist with family reintegration efforts prior to being released from custody. The event was a reported success for all who attended. Additional information and highlights from the Division's community outreach efforts are publicly highlighted in the [Fish and Wildlife Division's monthly newsletter](#).

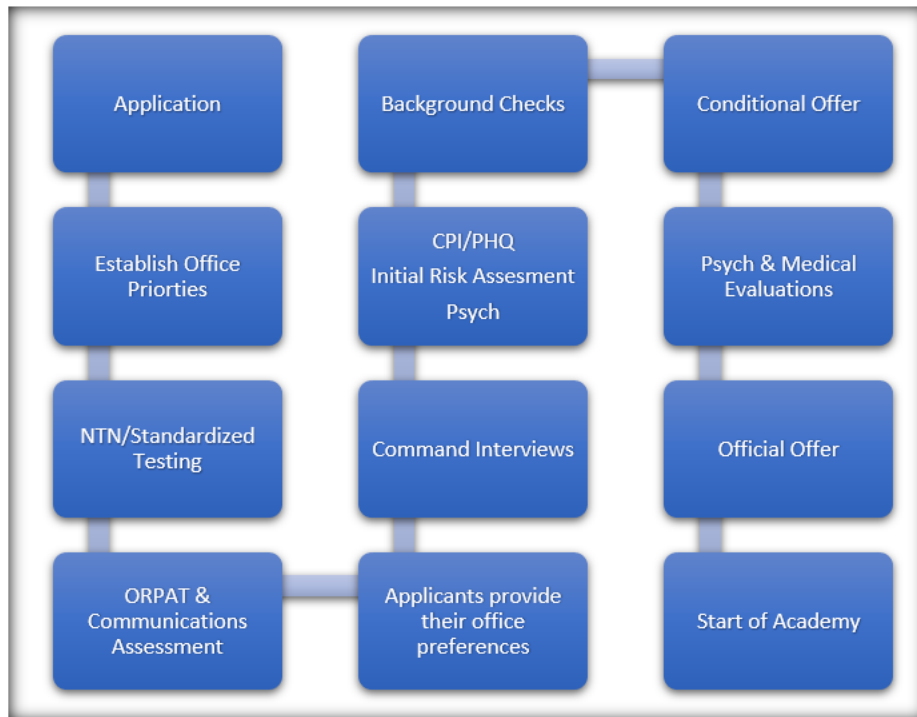


Oregon State Police-Recruit Hiring Process

The [Patrol Services Division](#) provide a uniform presence and law enforcement services across Oregon. In evaluating the recruitment process the Patrol Division Captain observed trends in the department's hiring practices that were described as inefficient, costly, and redirecting sworn patrol staff away from their primary responsibilities. The specific challenge was conducting applicant background investigations prior to command panel interviews when the interviews have historically been the more discerning phase of the process. The Patrol Division Captain found background investigators completed 125 more background investigations than necessary in 21-22. Each of those backgrounds represents a CPI psychological profile/test and a minimum of 40-hour investment of time for the investigators to complete. Using the standard Trooper composite wage/benefit per hour rate, the department spent approximately \$490,000 combined costs on unnecessary background investigations.

To increase efficiencies OSP piloted a change in the order of operations in the hiring process to conduct the command panel interviews before the background investigation. The intent was to save the department significant resources by eliminating unsatisfactory candidates before the investment of time and resources needed to complete a thorough background investigation for candidates who later did not interview well enough to advance in our recruitment process.

The revised process is depicted below:



In addition to the above changes, the hiring process for sworn staff has also included ongoing efforts to evaluate interview questions to ensure they align with desired attributes from applicants, attempts to ensure panels have diverse representations including non-sworn professional staff at Entry Level Testing/Communications Assessment as well as command panel interviews. Additionally, the command panels also included members at the rank of Lieutenant or above when previously the process had been reserved for Captains and above.

These changes reflect OSP's ongoing commitment to the Strategic Focus Areas outlined in the 2021-2026 Strategic Roadmap. Focus Areas: Diversity, Equity, Inclusion and Employee Services, Collaboration, Stewardship and Transparency as well as Service Delivery Improvement and Adaptability.

Inclusive Recruitment Pilot Programs

The newly created DEI Unit piloted several proposed additions to recruitment processes during the recruitment for the DEI Unit Operations and Policy Analyst 1 and the DEI Training and Development 2 positions. Both job announcements included the following language:

Studies have shown that people from underrepresented backgrounds are less likely to apply for jobs unless they believe they meet all the qualifications and preferred skills described in a job description. We are most interested in finding the best candidate for the job and recognize that candidate may be one who comes from a less traditional background. If you meet key qualifications for the job and believe you would be a good fit, we encourage you to apply; please use your resume and cover letter to address your qualifications and the preferred skills for this position.

Feedback from our piloted job postings with inclusive language was immediate. During interviews several top candidates reported the paragraph was a determining factor on why they applied. An OPA1 finalist later shared:

"I originally didn't see myself being a good fit for the position, but I saw that paragraph and felt like it gave me permission to apply. I probably wouldn't have applied if I didn't see that."

Additionally, the DEI Unit piloted the process of hosting an information session as a part of the recruitment for the DEI Training and Development 2 (TDS2) position. In the job announcement interested candidates were encouraged to attend a virtual informational session with the hiring manager. This was an opportunity to hear directly from the hiring manager as well as existing DEI Unit staff and explore candidates' questions or any concerns about the recruitment. The information session was well attended with applicants reporting feeling better informed after engaging in Q&A. Several attendees applied and were interviewed for the position.

Attendees of the information session expressed positive feedback about the meeting. Several attendees followed up with emailed comments shown below:

"I sincerely appreciate you both creating and coordinating the informational session. It was a great show of sincerity in your team's willingness to build equity and inclusion practices in at the foundational level. I look forward to applying..."

"Thank you for taking the time to host an information session. You made the application process more accessible."

Both piloted concepts were described as successful. The information session will be considered as a tool for difficult to fill recruitments while the inclusive language encouraging diverse candidates to apply was adopted by HR and has been added to agency job announcements.



Health, Wellness, and Resilience Unit

In July of 2021, OSP began staffing the [Health, Wellness, and Resiliency \(HWR\) Unit](#) with the mission, “To build the health and wellness of Oregon State Police employees resulting in *a resilient workforce*”. The work of this unit directly aligns with the first focus area of OSP’s strategic roadmap – Diversity, Equity, Inclusion and Employee Services – and supports themes outlined in the 21-23 AA plan of recruitment, retention, and employee engagement. The HWR Unit and statewide Resiliency Team serve and support the work of OSP with helping:

- ✚ **Retention & Recruiting**
Healthy people want to work for an employer who cares about them.
- ✚ **Employee Satisfaction**
Happier people create a positive work environment and a healthy agency culture.
- ✚ **Mission Excellence**
Resilient people make better decisions.

HWR Capabilities & Accomplishments

The HWR Unit and statewide Resiliency Team are available 24/7 and connect individuals to relevant resources. Examples of resiliency-building capabilities include:

- ✚ Assistance with: EAP/Canopy, health insurance, OSP HR, Chaplains, MHPs, Peers, Mentors, etc.
- ✚ Health Screenings—Heart Scans (Passed the Legislative E-Board 12/09/22)
- ✚ Mindfulness training plans and implementation
- ✚ Expanded Chaplain and MHP connections state-wide (Region-Contracted MHPs)
- ✚ “ALL _OSP _RESILIENCE” Communication platform
- ✚ Academy: Pre, Post, Sergeants, In-Service,
- ✚ NEO—Resilience education, skills, and tools for growth
- ✚ External Professional Resiliency Resources: Non-profits, Foundations, LE Businesses and Programs, Local and National, etc.
- ✚ Peer relationships to navigate stress, individual needs, critical events, and personal trauma
- ✚ Growing from 53 to 80 members (On our way to 132 with the P.O.P!)
- ✚ Creation of Regional Resilience Team Leadership chain-of-command
- ✚ R.T. Teams Channel: RT Activity Stats Form, Resource location, Team Communication



The newly developed DEI Unit will be working closely with the HWR Unit to collaboratively serve and support the OSP Workforce. OSP recognizes as the agency undertakes intentional efforts to recruit a diverse workforce, our efforts must also include strategies to retain, support, and develop our staff which require us to be equipped to respond and meet the diverse needs of our members.

Diversity, Equity, and Inclusion Unit

The Oregon State Police have a strong tradition which includes being innovative and early adopters of DEI and police reform. Examples include: the collection of [traffic stop data](#) and use of force data for over 20 years, the creation of an [Inclusion Team](#) focused on diversity, equity, and inclusion which received recognition with team leadership speaking at a national [Facing Forward conference in 2020](#); the [Department's Car Care Program](#) that promotes education over enforcement; the use of in-car video systems for nearly a decade, and the incremental deployment of body-worn cameras to our sworn ranks.

The tragic events across the country in 2020 led to demand for additional police reforms and increased accountability. Department leadership responded to these demands by introducing the concept of building a DEI Team in the 21-23 Policy Option Package. Proposed in this package was both increases to Police Accountability and Health and Wellness. This request included direct efforts to increase accountability, transparency, diversity, equity, and inclusion with funding to create the HWR Unit as well as DEI Team.

The Diversity, Equity, and Inclusion (DEI) Team- The request included position authority and General Funds (GF) to support three (3) positions dedicated to continuing and improving the Department's efforts towards diversity, equity, and inclusion. This aspirational goal was awarded funds and in December of 2021 OSP began the recruitment search for a Diversity, Equity, and Inclusion (DEI) Manager. After a competitive process which included telephone interviews, remote presentations, and final in-person interviews with Executive Leadership, a candidate was selected to build and develop the organization's DEI Unit.

The DEI Manager onboarded with initial objectives including:

- ✚ Recruit and Onboard DEI Unit Staff
 - ✓ Operations and Policy Analyst 1
 - ✓ Training and Development Specialist 2
- ✚ Direct and Manage the OSP Inclusion Team
 - ✓ Recruit and onboard new team members
 - ✓ Update Inclusion Team Charter and develop team goals and objectives
- ✚ Lead Organizational Change Management and Operationalize DEI
- ✚ Engage key Internal and external stakeholders
- ✚ Assist in the completion of existing agency strategic objectives

With the onboarding of the Training and Development Specialist 2 an agency wide Training, Education, and Development Plan (TEDP) was identified as a needed strategy to support the ongoing development a culturally competent workforce. This need is address in 23-25 strategy 2.a.

OSP Inclusion Team [\(Policy 102.3\)](#)

The OSP Inclusion Team, which was originally established in 2017, serves as champions and early advocates within the agency who can help lead and mobilize AA/DEI initiatives. In the 21-23 biennium, the team conducted formal strategic planning sessions and revisited the Inclusion Team mission, vision, goals, and strategic objectives. These updates ensured the team was aligned with the greater OSP agency strategic focus areas outlined in the 5-Year Strategic Roadmap.

Inclusion Team Updates:

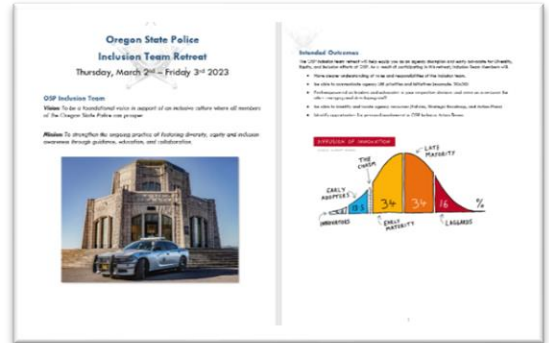
Vision: To be a foundational voice in support of an inclusive culture where all members of the Oregon State Police can prosper

Mission: To strengthen the ongoing practice of fostering diversity, equity and inclusion awareness through guidance, education, and collaboration.

In 2022, the Inclusion Team welcomed five new members. These new members provided participation from sworn law enforcement and other divisions: including a Captain (Salem), Patrol Trooper (Pendleton), Fish and Wildlife Trooper (Central Point), Dispatch Manager (Central Point), and a Forensic Scientist (Portland). These additions to the OSP Inclusion team represent successful completion of a OSP 21-23 Affirmative Action Plan strategy to ensure representation from both sworn and professional staff as well as representation from the east and south regions of our workforce.

Completed 21-23 Affirmative Action Plan Strategies:

- ✓ The Inclusion Team will work to increase participation among sworn staff as well as staff in regions south and east of the Salem headquarters office.
- ✓ The Inclusion Team will conduct an internal review of its charter and revise to ensure sustainability and meet agency objectives.



Additional 2021–2023 Affirmative Action Plan Progress

Completed progress toward [2021-2023 Affirmative Action Plan](#) includes:

Recruitment

- ✓ OSP has taken effort to improve our recruitment and training programs by expanding intentional outreach efforts into underrepresented communities.
- ✓ Improve the application process by identifying where applicants are disengaging with the OSP sworn hiring process.
- ✓ Improve the sworn recruitment process by identifying areas where diverse applicants may be disproportionately negatively impacted.
- ✓ Collaborative effort between HR Recruiting, Patrol Division Caption, and DEI Unit to re-evaluate interview questions to help align questions with updated agency values and priorities.
- ✓ The inclusion of professional staff from DEI Unit and Human Resources in Entry-Level Testing (ELT) Communication Panels.
- ✓ The inclusion of professional staff from DEI Unit and Central Records in Command Panel Interviews.
- ✓ Command Panel staff including sworn staff at the rank of Lieutenant or above. Previously the process had been reserved for Captains and above.
- ✓ Recent ELT and Command panels have included a briefing to better standardize the process and identify potential opportunities for harmful bias to undermine our evaluations.
- ✓ Revisions to the Oregon State Police-Recruit Hiring Process

Retention

- ✓ Health Wellness and Resiliency Unit established to expand employee supports and resources

Succession Plan

- ✓ Employee growth through job rotations, work-out-of-class experiences, lateral transfers, or promotions are an important part of the agency's Affirmative Action Plan.

On-Going Efforts from 2021-2023 Affirmative Action Plan

While OSP celebrates successes in achieving goals and strategies outlined in previous affirmation action plans we recognize the need for strategies that endure across biennia. Continued from previous AA plans include:

Recruitment

- ✦ Ongoing efforts to recruit a diverse workforce.
- ✦ Ongoing effort to identify where applicants are disengaging with the OSP sworn hiring process

Selection

- ✦ The agency will also ensure all background investigators have been through implicit bias training and have opportunities for enhanced DEI training.

Employee Engagement

- ✦ Employee engagement surveys to identify how employees have adapted to the agency's inclusion efforts and identify potential areas for growth.

Succession planning

Succession planning for underrepresented law enforcement: While some areas within Agency Services Division have had successful job rotations and sworn staff have used the work out of class designations, recent retirements of women in sworn leadership positions have highlighted the need for continued and intentional efforts to engage sworn staff in succession planning and subsequent employee development to ensure qualified diverse candidates are interested and available for promotion throughout the agency. We recognize we must be intentional with strategies to equitably support the advancement of underrepresented populations including women, people of color, and those across the state and in the field who have an interest in career advancement but may not benefit from proximity to Executive Leadership or hiring managers.



Complaint Process ([Online form](#))

The Oregon State Police take seriously and investigate all complaints of discrimination. The Office of Professional Standards receives and manages complaints for both sworn and professional staff employees, as well as conducts pursuit and use of force reviews, and other high liability incidents such as damage to state equipment. The office is comprised of a team that consists of four full time investigators, a Risk Manager, Policy Analysts and is supervised by a sworn Captain. ([Downloadable form](#))

Reporting Agency data from 21-23 Complaints

The Office of Professional Standards will be working with the newly created DEI Unit to identify, evaluate, and track trends in agency discrimination and/or harassment claims. Given the nature of investigating and resolving these allegations, only data from completed investigations will be reported annually in our AA plans and updates.

For 2021 The Office of Professional Standards completed eleven investigations related to alleged discrimination or perceived bias treatment based on protected classes (ten race, one physical disability). These eleven allegations represent a small portion (.00004%) of OSP's annual 250,000+ calls for service, routine contacts, crashes, or many other public facing interactions where complaints can be derived. These allegations included both community originated complaints as well as an internal audit. The eleven complaints were all resolved as unsubstantiated with no evidence to support the initial allegations.

In collaboration with the Office of Professional Standards, the DEI Unit will continue to evaluate and track trends to monitor for potential training and development needs of our workforce. These ongoing efforts are a part of our commitment to Service Delivery Improvement (Strategic focus areas 4) and continuing to deliver high-quality services in an increasingly dynamic environment.

Advancing Contract Equity Procurement Processes ([State DEI Strategy 7](#))

OSP is aligned with State Government strategies to improve equitable contracting and purchasing practices to promote recovery and community economic development for minority-owned, women-owned, service-disabled veteran-owned, and emerging small businesses. OSP Procurement & Contracts follows all requirements to ORS/OAR/Policy and [Executive Order 18 03](#) - Promoting Diversity and Inclusion Opportunities for Oregon Minority-Owned, Women-Owned, Service-Disabled Veteran Owned, and Emerging Small Businesses. This includes having information and resources available on the OSP Website for "[How to do business with OSP](#)" and being intentionally inclusive of COBID vendors when we solicit. Additionally, OSP's Procurement team participates in procurement community events such as Salem Capital Connections and DAS trade/conventions

Recent internal collaborations with the OSP DEI Manager resulted in DEI staff participation as a committee member on an RFP Evaluation Committee. This current RFP is for Recruitment Marketing Consultation Services, which will be critical in advancing agency DEI/AA recruitment strategies.

Current 2021-2023 Contracts with Minority and Women-owned Businesses ([ORS 659A.015](#))

-  15 Oregon State Police
-  2 Oregon State Fire Marshall

Executive Order No. 22-11 Relating to AA/EEO and DEI (EO No. 22-11)

With the onboarding of the OSP DEI Manager in April of 2022, and recruitments of a DEI OPA and Trainer (TDS2) the DEI Unit is now equipped to ensure ongoing compliance with EO 22-11. OSP Leadership met with the DEI Manager in July of 2022 to develop a plan for successful completion and implementation of all directives with several action items to be completed within the next 12 months.

The following is an example from OSP leadership taking immediate action to address the most recent directive in EO No. 22-11 2. h.

2. h. Ensure agency adopted systems address accessibility and ease of interaction through monitoring and continuous improvement to support a diverse, equitable, and inclusive workforce.

From the OSP recruitment strategy in the 21-23 Affirmative Action plan, a collaborative effort was made between OSP Training and Recruiting, HR, and DEI Unit. The goal is to “identify where applicants are disengaging with the OSP sworn hiring process. This will assist the agency in finding ways to help applicants persist and move further along with the goal of increasing the success rate”.

Identified in these efforts has been an agency adopted testing system that directly contracts with many public safety departments across the country to provide standardized testing services to prescreen applicants for employment consideration. A video portion of their testing is described as focusing on using good judgment in enforcement, public relations, and teamwork. An internal evaluation of candidates who did not successfully pass this portion of testing showed a large disparity in the applicants who were being screened out at this phase of testing. It appeared to most noticeably and negatively impacting Hispanic/Latino applications which raised concern over potential bias in the testing system which impedes our efforts to support a diverse, equitable, and inclusive workforce. OSP staff heard directly from a candidate who did not successfully pass this portion who stated, “I didn’t have enough time (10 seconds per question) to translate from English to Spanish and select the best answer on several of the questions.” - Anonymous

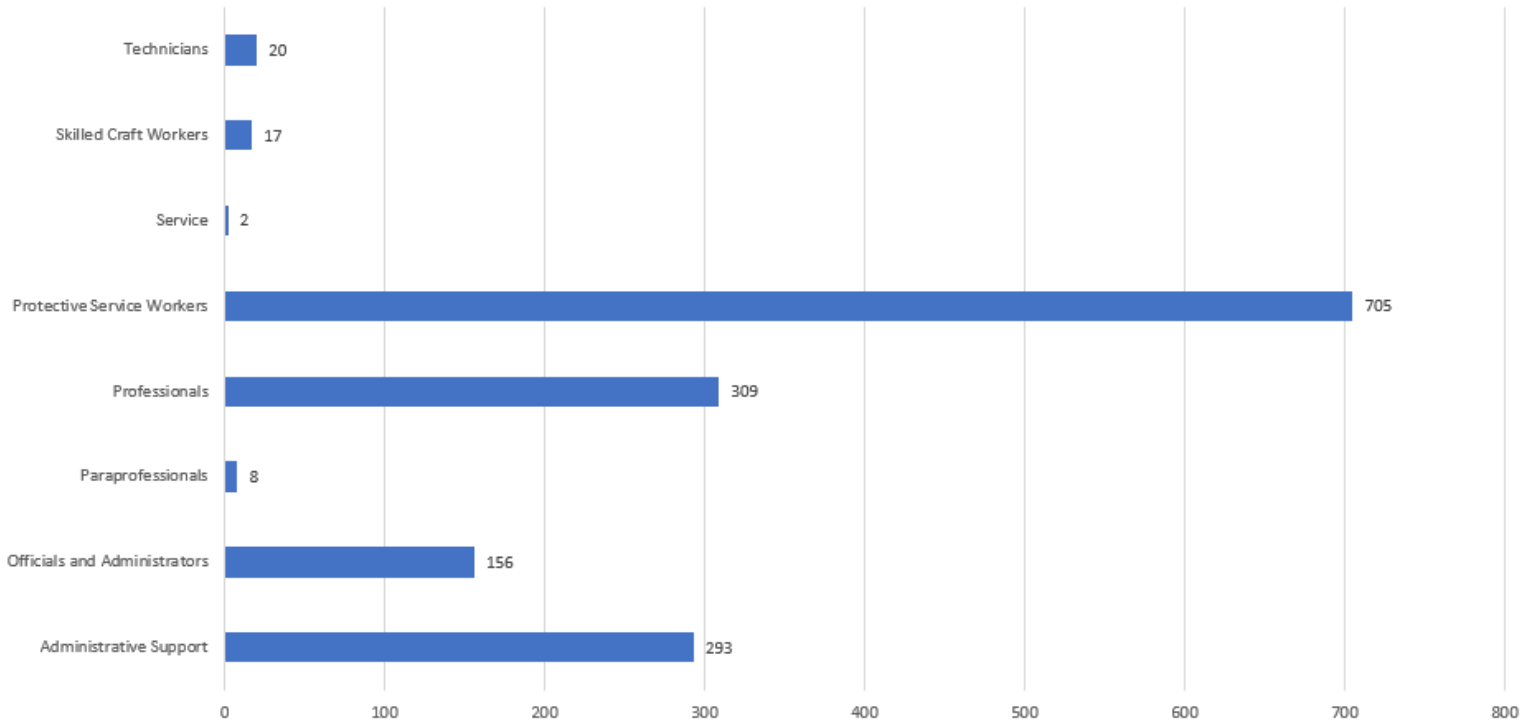
OSP leadership addressed concerns with the testing administrator regarding the process in attempts to improve upon their testing process. These conversations were unsuccessful and as a result OSP will be cancelling the contract due to continued concerns this standardized process is negatively impacting groups like underrepresented bilingual/bicultural applicants who want to join our workforce.

This highlight is also an example of OSP’s commitment to our Affirmative Action policy 301.1 which states OSP will continue to “*seek out discriminatory practices and alleviate their existence by taking positive corrective action.*”

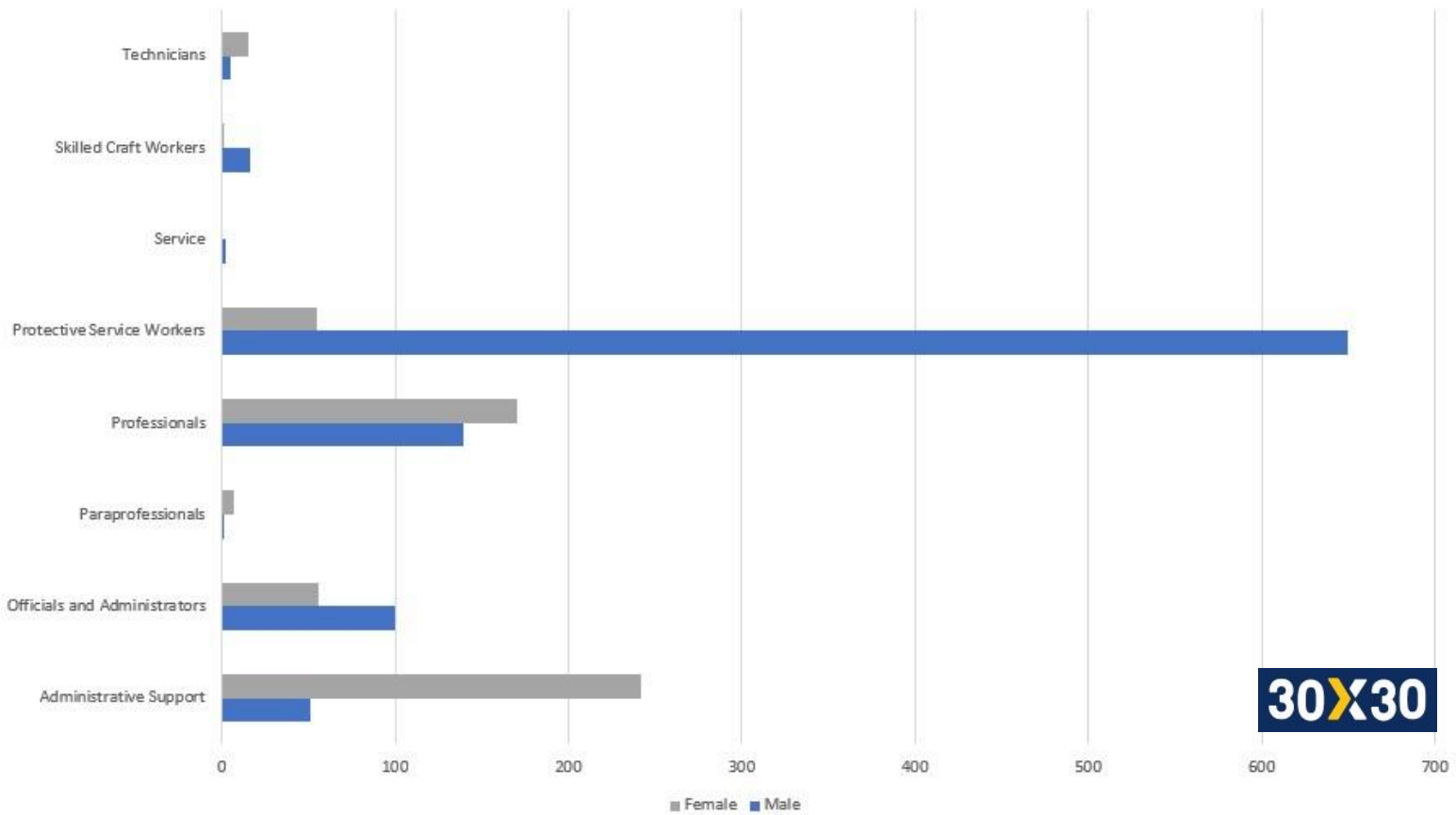
Continued efforts to operationalize our Diversity, Equity and Inclusion, our Affirmative Action policy and [Executive Order No. 22-11](#) are captured in our 2023-2025 strategies.

Demographic Analysis

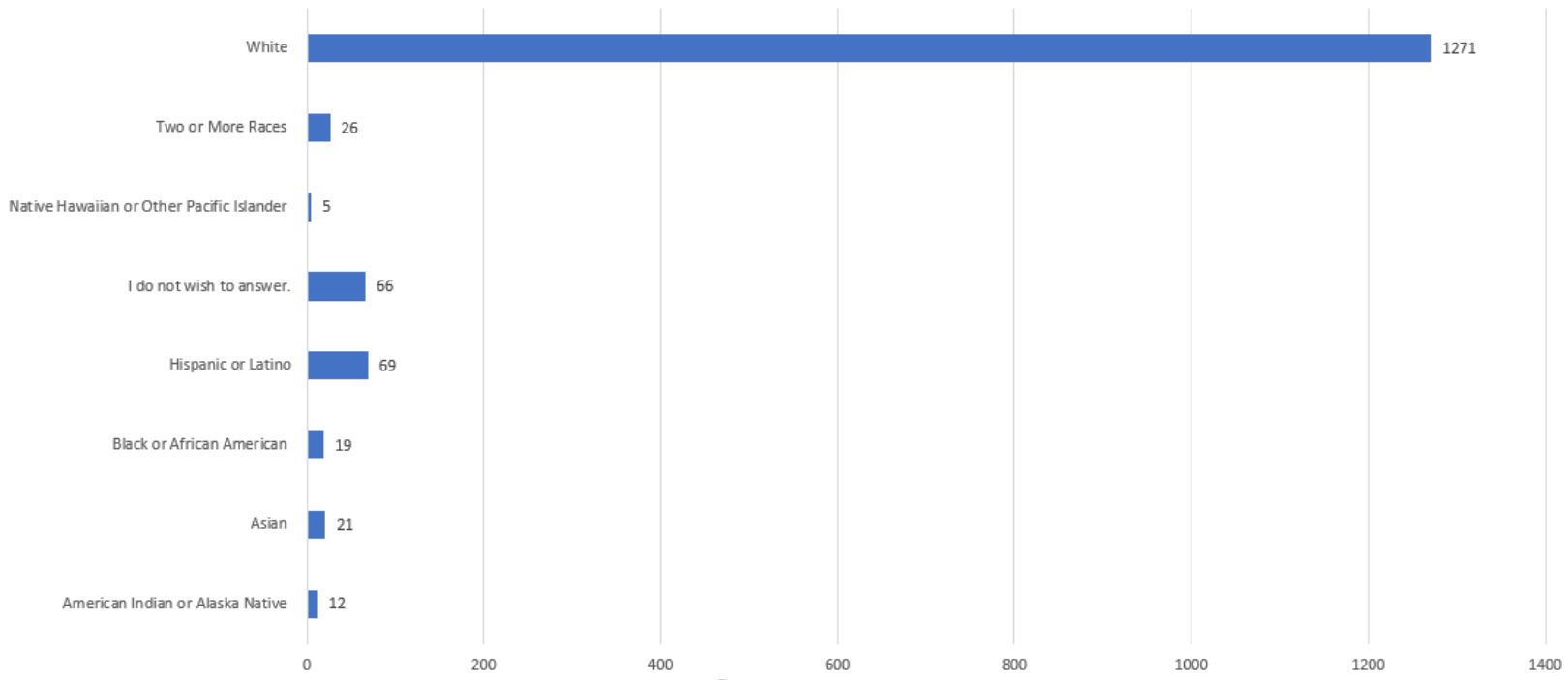
Oregon State Police Workforce by Job Category



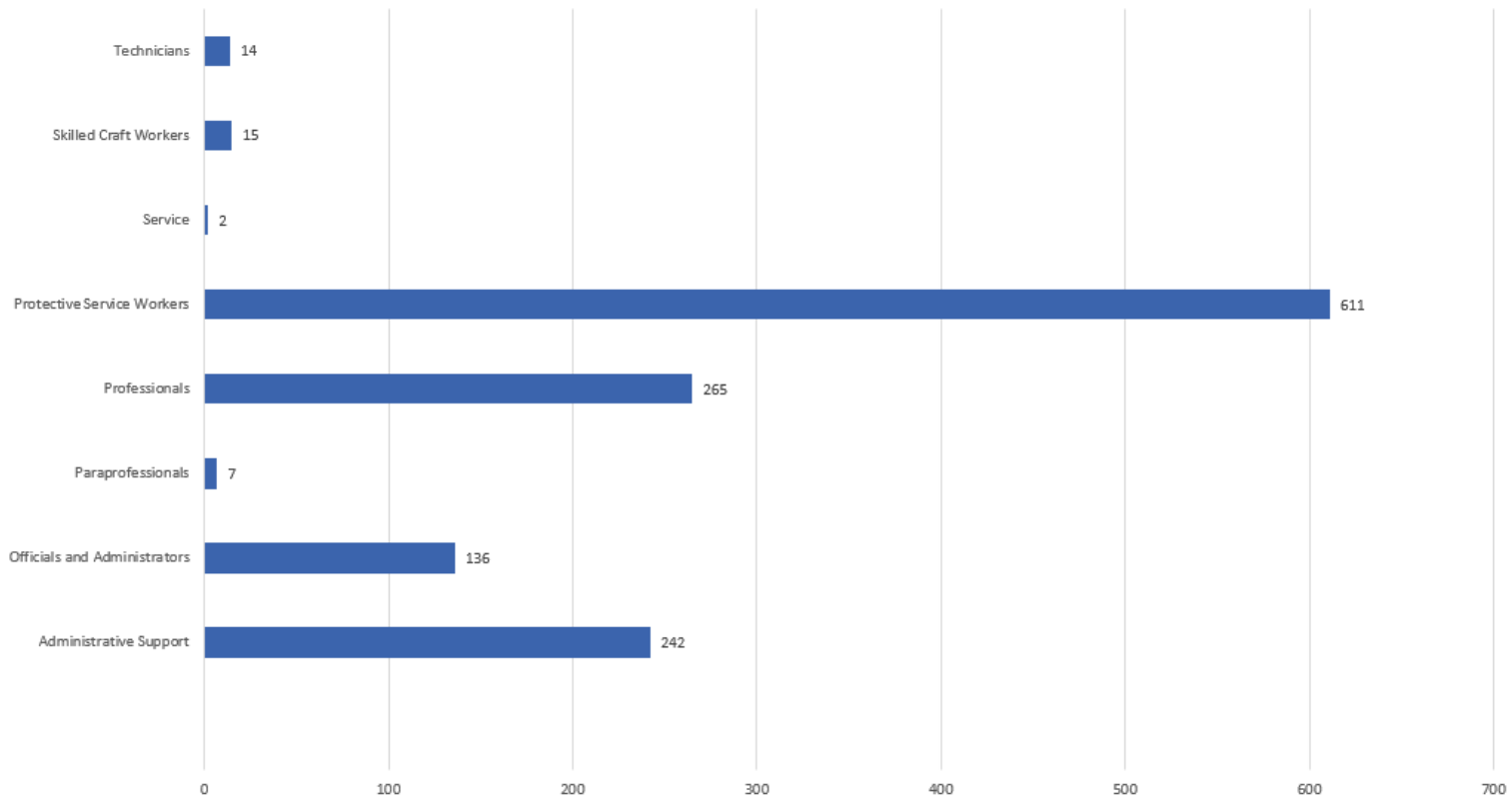
Job Category by Gender (binary options)



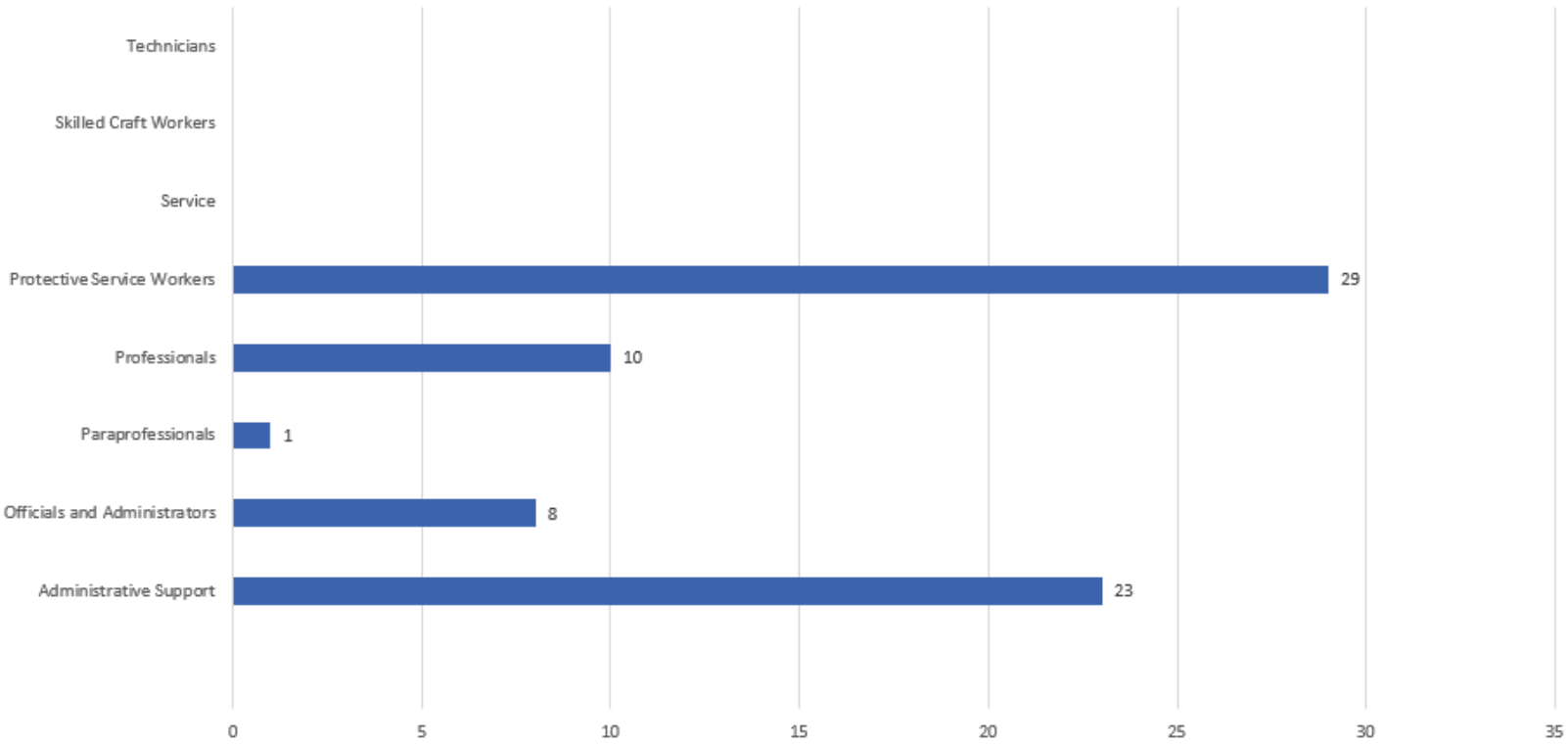
Oregon State Police Workforce Demographics



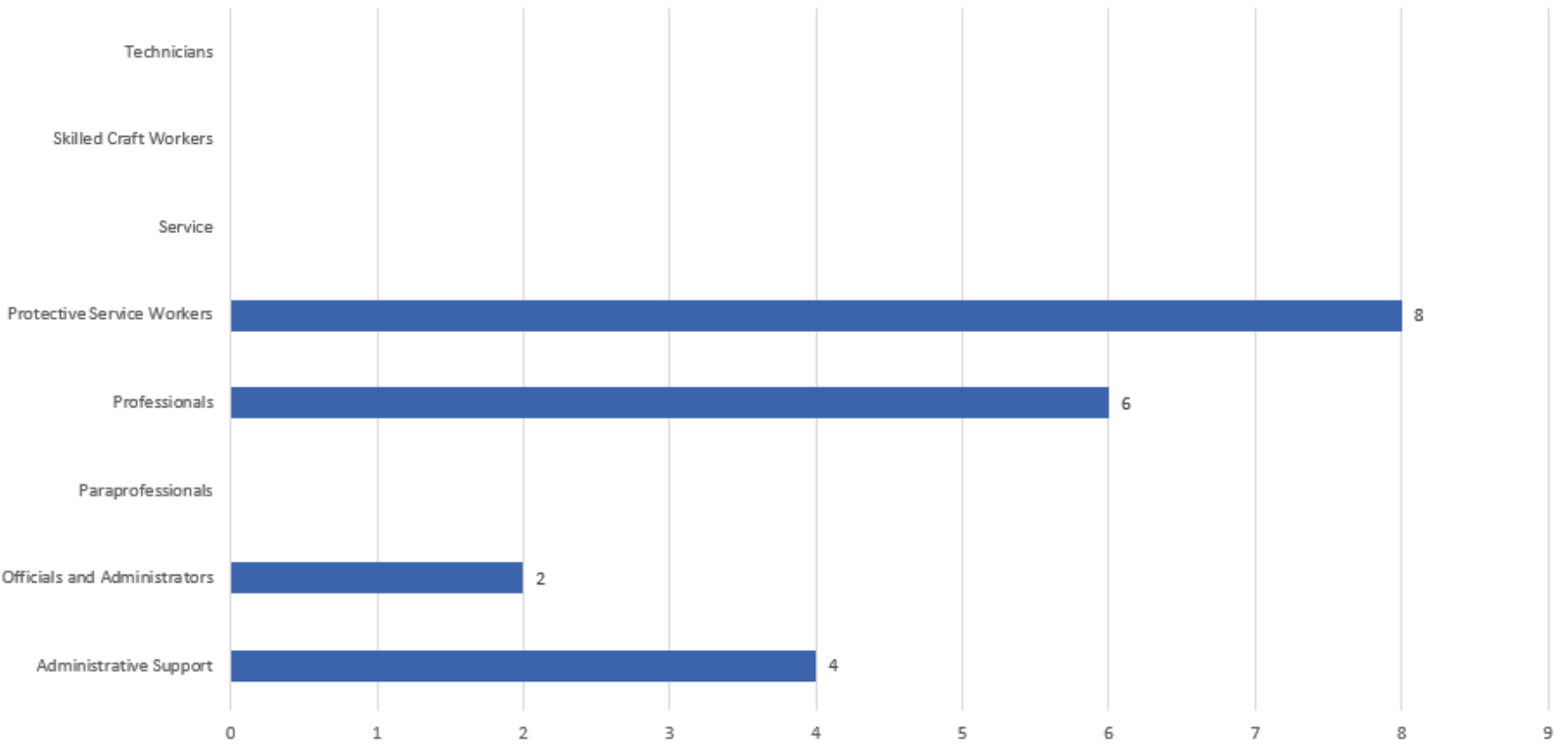
White alone non-Hispanic



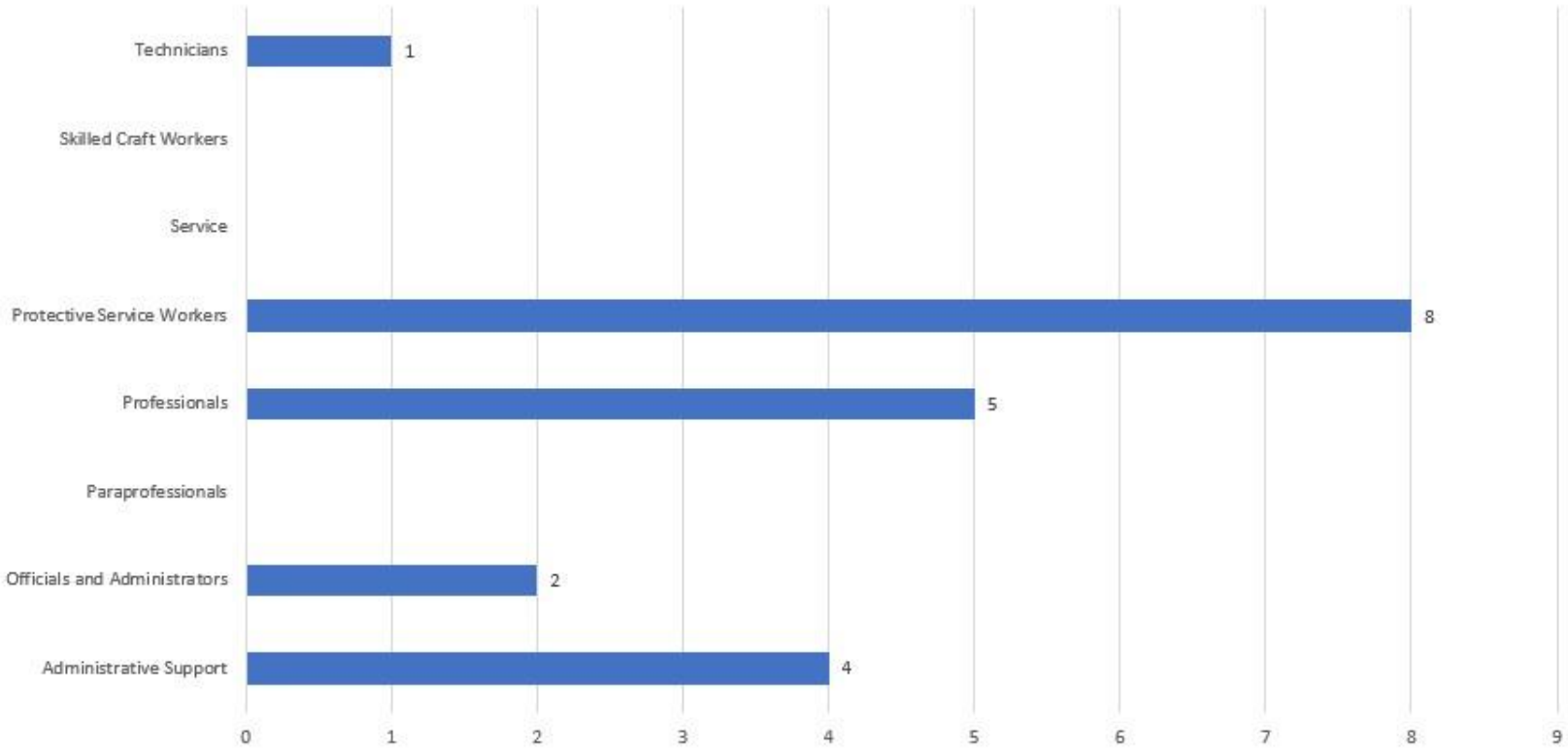
Hispanic or Latino



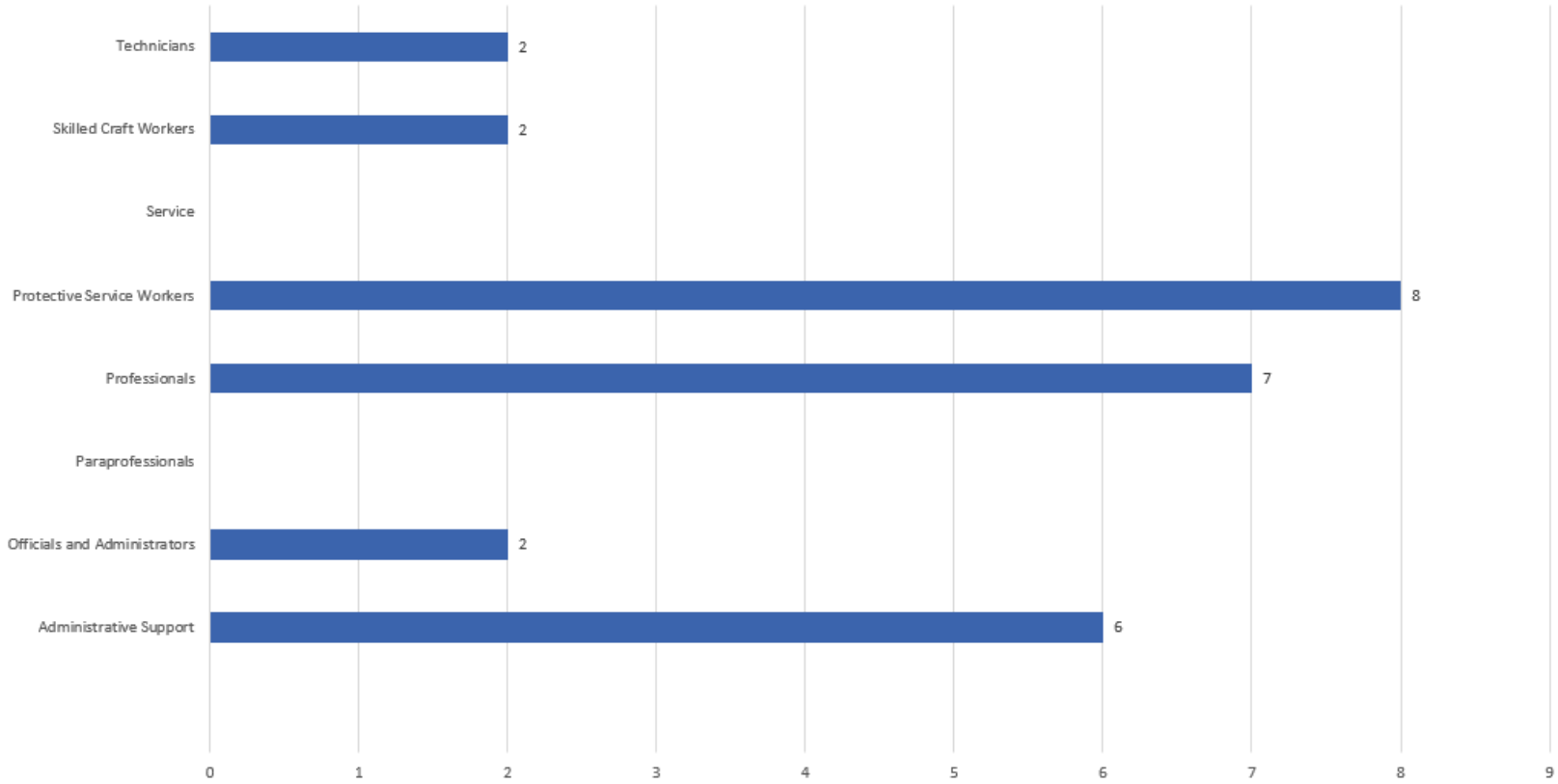
Black or African American



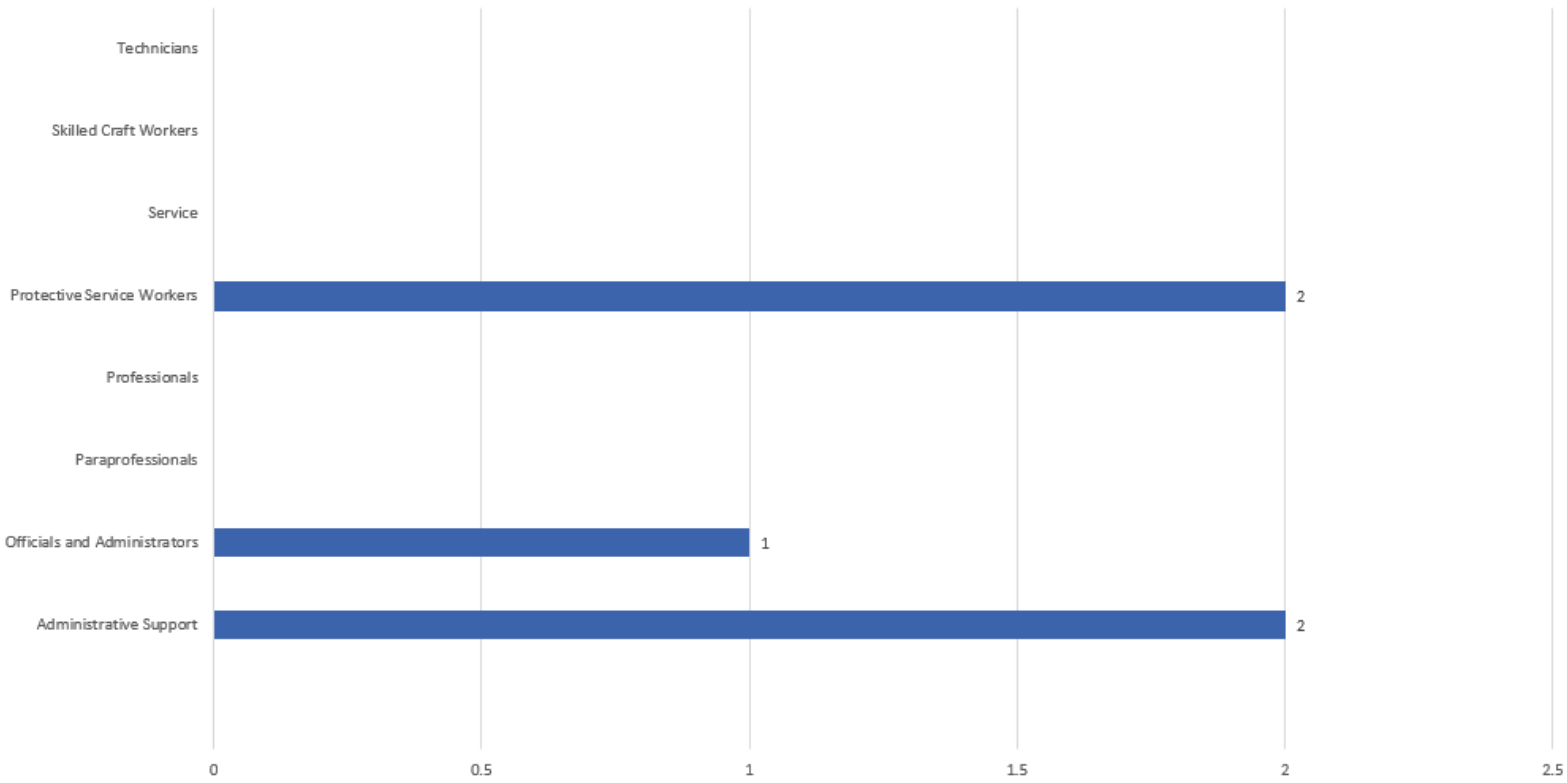
Asian American



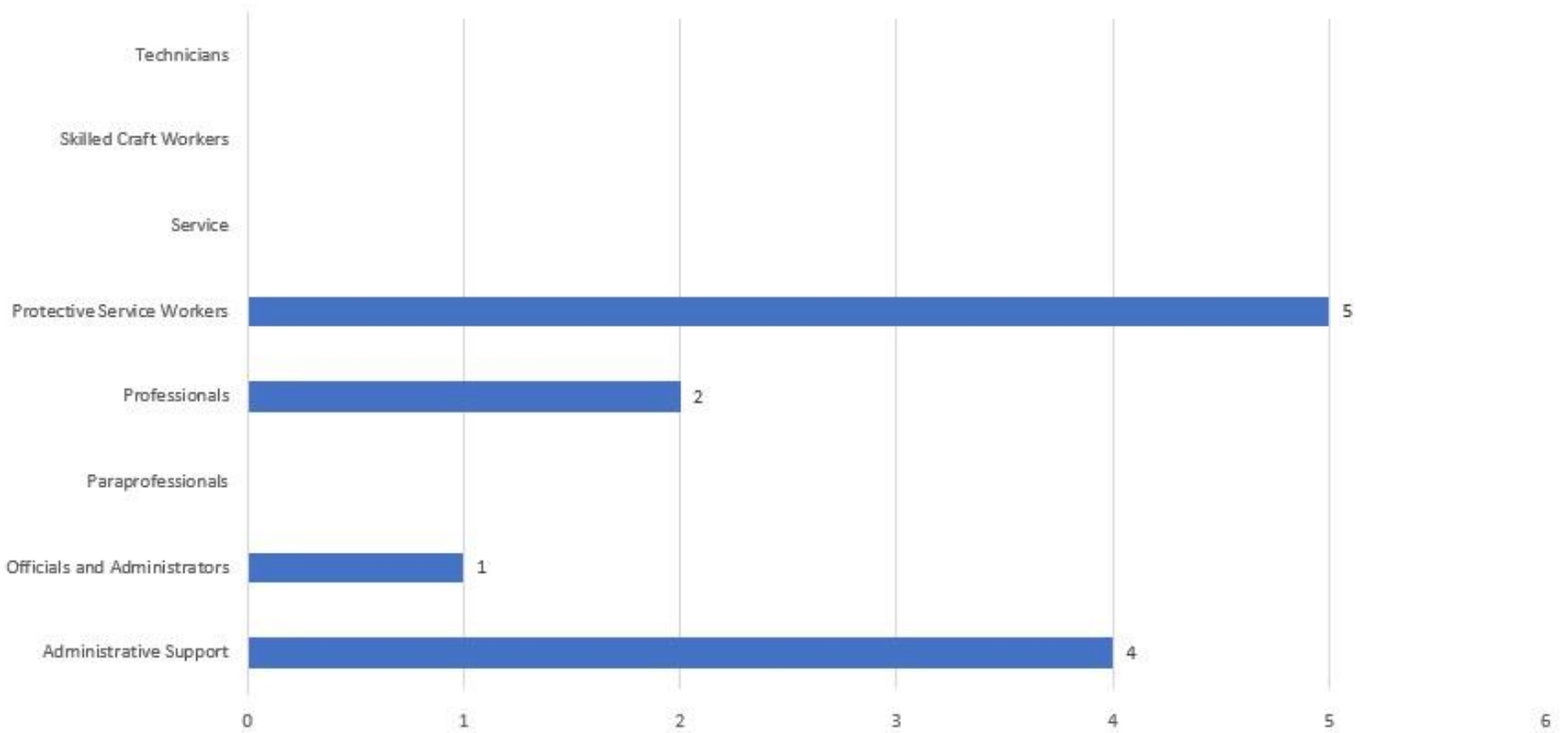
Two or more races



Native Hawaiian or Other Pacific Islanders



Indigenous and Native American or Alaska Native



2023-2025 Affirmative Action Strategies

The OSP Affirmative Action strategies, goals, and implementation for the 2023-2025 biennium are intended to help inform division directed action plans towards advancing Diversity, Equity, and Inclusion. The OSP Affirmative Action Strategies enhance and reenforce our commitment to affording all persons a fair and equitable opportunity for employment and advancement on the basis of their knowledge, skills, and abilities. OSP welcomes all qualified candidates who align with our vision of being a leader in delivering high-quality services that support and enhance public safety in the 21st Century. The 23-25 AAP Strategies include:

1. Enhancing Recruitment & Assessment

State DEI Strategy 8 (Business Acumen- Enterprise Evaluation Values and Competencies)

1.1. Effectively recruits, assesses, and selects a diverse and culturally competent workforce through:

- a. DEI unit review of language and marketing material used to recruit diverse applicants.
- b. DEI unit participation in, and review of interview processes.
 - i. Goal of all interview panels reflecting national diversity population metrics.
 - ii. Goal of increasing personalized feedback to unsuccessful applicants.
 - iii. Goal of providing feedback and support to diverse applicants and others underrepresented in our workforce.
- c. Implementation of strategies from newly adopted [30x30 Initiative](#) for hiring, retaining, and promoting qualified women in law enforcement.
- d. Evaluation and application of 1.1c strategies to inform recruitment of other demographics currently underrepresented in our workforce.

1.2. Ongoing effort to identify where applicants are disengaging with the OSP sworn hiring process:

- a. Demographic analysis per each stage of hiring process (*In collaboration with Recruitment Team & HR*).
- b. Review of assessments in measuring necessary knowledge, skills & abilities.
- c. Minimize subjectivity in formal assessments through clear & uniform grading standards.
- d. Review of agency adopted systems to ensure accessibility and ease of interaction.

2. Diversifying the Workforce and Creating an Inclusive Workplace

State DEI Strategy 8 (Business Acumen- Enterprise Evaluation Values and Competencies)

2.1. Utilizing strategic diversity, equity, and inclusion thinking in agency decision-making through:

- a. DEI unit collaboration in the formal policy review process.
- b. DEI Unit review of promotional processes.
- c. The adoption and implementation of strategies from the [30x30 initiative](#).
- d. DEI unit participation in the development of agency strategic objectives each biennium.

2.2. Training and developing a culturally competent workforce through:

- a. Identifying, building, and maintaining a desirable DEI training curriculum through a Training, Education, and Development Plan (TEDP) to address issues related to cross-cultural competence, workplace diversity, sexual harassment, and conflict resolution.
- b. Tracking staff participation in ongoing diversity, equity, and inclusion training.
- c. Creating an annual DEI *Training Needs Assessment* for continuous improvement.

2.3. Collaborating with management personnel in achieving affirmative action & DEI objectives as a key consideration of that manager's or supervisor's performance:

- a. Objectives may include (but are not limited to): continued education, trainings, or Inclusion Team participation.
- b. DEI Manager to consult with department managers and supervisors in creation and execution of AA/DEI objectives and performance evaluation feedback as needed.
- c. DEI Unit to develop and provide training on Executive Order 22-11 obligations.

2.4. Affirming a zero-tolerance for discriminatory practices or harassment policy through ongoing collaborations between the DEI Unit and the Office of Professional Standards to track and evaluate any trends in allegation of unfair treatment, bias, or harassment based on a protected class.

3. Intentional Community Engagement

State DEI Strategy 4 (Intentional Engagement- Enterprise Evaluation Values and Competencies)

3.1. Valuing and seeking a full spectrum of diversity and individual differences in the workforce through:

- a. Fostering an internal agency culture of acceptance: Applying careful consideration of one’s own assumptions, beliefs, emotions, and behaviors when interacting with others to gain productive insight, a fresh perspective, and continuous learning.
- b. Providing the opportunity to participate in the OSP Inclusion Team meetings, action team projects, and strategic planning.

3.2. Facilitating proactive, community engagement efforts to foster trust and partnership through:

- a. Managers and Supervisors creating division directed engagement strategies and initiatives to better partner with historically marginalized and underserved communities by end of biennium and to be reviewed annually.
- b. Centering engagement efforts around listening sessions and ongoing opportunities for marginalized communities to provide feedback on their experience with OSP and law enforcement.

3.3. Ensuring high-quality, inclusion-centered customer service to all people through:

- a. Review and development of agency multi-lingual documents available to the public.
- b. Providing training and development in regionally culturally relevant topics.

4. Succession Planning, Mentoring, and Developing People

State DEI Strategy 8 (Enterprise Evaluation Values and Competencies)

4.1. Managers & mentors model diversity, equity, and inclusion competency, provide consultation and coaching to other staff to improve cross-cultural communication, and support others to consistently practice the promotion of DEI.

- a. Participation in DEI related trainings, seminars, courses, or similar educational activities.
- b. Implementation of tools, strategies, and theories into managerial practice.
- c. Involvement in/with OSP Inclusion Team.

4.2. Managers & mentors actively engage employees at all levels of the organization, recognize their potential, and support their future career growth through:

- a. Reviewing of agency promotional data for latent bias.
- b. Ensuring promotional interview panels receive annual bias training (or analogous training).

4.3. Manager & mentor advocacy for the development of underrepresented staff through:

- a. Connecting staff to training, mentoring, and professional opportunities (Job rotations, work-out-of-class, lateral transfers).
- b. Quarterly check-ins with underrepresented staff specific to involvement in mentorship programs, affinity programs, and Health, Wellness & Resiliency support.

The logo for the 30x30 initiative, featuring the numbers '30' in white, a yellow chevron pointing right, and another '30' in white, all on a dark blue background.

30x30 is an initiative to advance the representation and experiences of women in policing agencies across the United States.

Roles for Implementation of Affirmative Action Plan

Agency Management and Supervisors

Managers/Supervisors are held to a higher standard and are expected to be proactive in creating and maintaining a discrimination and harassment free workplace ([DAS Policy: 50.010.01](#)). The OSP expectation is that Managers, Supervisors, or those interested in leadership positions will be intentional in creating an inclusive work culture. Under ORS 659A.012, all state agencies are “required to include in the evaluation of all management personnel the manager’s or supervisor’s effectiveness in achieving affirmative action objectives as a key consideration of the manager’s or supervisor’s performance.” 23-25 AAP strategies include increased focus and DEI Unit responsibilities to support Managers/Supervisors in these agency wide efforts.

DEI Unit (Manager, OPA1, TDS2, OSP Inclusion Team)

The DEI Unit will have increased responsibility and accountability for progress in implementing and achieving 23-25 AAP strategies and goals. This includes but is not limited to:

- ✚ The annual assessment of agency training and development needs
- ✚ The development and implementation of annual training and development plan
- ✚ The development of and implementation of DEI Action Plan
- ✚ Ensuring accessibility and ease of interaction for remote learning
- ✚ Ongoing consultation and support for agency Leadership
- ✚ Policy review

The OSP Inclusion Team

The OSP Inclusion team which serves as a statewide multidisciplinary team will increase visibility in 2023-25 serving as champions for DEI/AAP by utilizing Action Teams focused on:

- ✚ Recruiting
- ✚ Outreach and Engagement
- ✚ Communications and Messaging
- ✚ Training & Professional Development
- ✚ Policy evaluation and recommendation

The OSP Workforce

The OSP workforce all has a role and responsibility to create a welcoming and inclusive work environment where all members of the Oregon State Police can thrive. This will only be achieved when all members commit to living our agency values and embodying them in our daily activities as public safety professionals:

Honor

We will honor the mission entrusted to us by preserving the peace and protecting the rights of all people.

Loyalty

We are loyal to the agency's mission and to providing equal service to all.

Dedication

We are dedicated to delivering innovative and professional public safety services.

Compassion

We will serve all people and fulfill our duties with the utmost understanding and empathy.

Integrity

We will act with the highest level of responsibility and accountability in accordance with the public’s interest and trust.

Appendix

Oregon Revised Statutes (ORS)

ORS 182.100	The requirement for all appointive authorities for state boards, commissions, and advisory bodies shall implement this policy of affirmative action in their appointments, subject to the legal requirements for each appointment.
ORS 243.305	The policy defines affirmative action as fair and equal employment opportunities and advancement.
ORS 243.315	Directs and monitors affirmative action programs in all state agencies to implement the public policy.
ORS 659A	This statute prohibits unlawful discrimination in employment, public accommodations, and real property transactions; administrative and civil enforcement.
ORS 659A.012	Every state agency shall be required to include in the evaluation of all management personnel, the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance.
ORS 659A.015	Requires affirmative action reports to include information on awards of construction, service, and personal service contracts awarded to minority businesses.
Oregon Executive Order No. 16-09	Promotes diversity and inclusion opportunities for Oregon minority-owned, women-owned, service-disabled veteran-owned, and emerging small businesses.
Oregon Executive Order	Affirms commitment to promote diversity, equity, and inclusion in the workplace and eliminate past and present discrimination, intended, or unintended.
Section 503 of the Rehabilitation Act of 1973	Prohibits federal contractors and subcontractors from discriminating in employment against individuals with disabilities and requires employers to take affirmative action to recruit, hire, promote, and retain these individuals.
Title VII of the 1964 Civil Rights Act	This federal law outlaw's discrimination based on race, color, religion, sex, or national origin. It prohibits unequal application of voter registration requirements and racial segregation in schools, employment, and public accommodations.




State employment law documents

<u>ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)</u>
<u>Discrimination and Harassment Free Workplace - (Statewide Policy No. 50.010.01)</u>
<u>Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)</u>
<u>Veterans Preference in Employment (40-055-03)</u>
<u>Equal Opportunity and Affirmative Action Rule (105-040-0001)</u>
<u>Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion</u>

Federal employment law documents

<p>The information related to the various acts listed in this section are available by visiting this <u>hyperlink here</u></p>	Age Discrimination in Employment Act of 1967 (ADEA)
	Disability Discrimination Title I of the Americans with Disability Act of 1990
	Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
	Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
	National Origin Discrimination Title VII of the Civil Rights Act of 1964
	Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
	Race/Color Discrimination Title VII of the Civil Rights Act of 1964
	Religious Discrimination Title VII of the Civil Rights Act of 1964
	Retaliation Title VII of the Civil Agency Affirmative Action Policy
	Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
	Sexual Harassment Title VII of the Civil Rights Act of 1964

OSP Internal documents related Diversity, Equity, and Inclusion

OSP Inclusion Team Policy (Policy 102.3)	 OSP Inclusion Team Policy.pdf
OSP Car Care Policy	 OSP Car Care Program policy.pdf
OSP Affirmative Action & Non-Discrimination Policy (Policy 301.1)	 Affirmative Action and Non-Discrimina
OSP Concern or Compliment form (click here)	
Statistical Transparency of Policing (STOP data)	