

Department of Administrative Services

Affirmative Action Plan

July 1, 2023 – June 30, 2025



Berri Leslie, COO
155 Cottage St. NE
Salem, OR 97301

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Oregon

Tina Kotek, Governor

Department of Administrative Services

Office of the Chief Operating Officer
155 Cottage Street NE
Salem, OR 97301
PHONE: 503-378-3106
FAX: 503-373-7643

March 24, 2023

Delivered to address and email

The Governor's Office of Diversity and Inclusion/Affirmative Action
Public Service Building
255 Capitol Street, NE~ Suite 126
Salem, OR 97301

I am pleased to provide you with a copy of the Department of Administrative Services (DAS) Affirmative Action Plan for the 2023-2025 biennium. The Agency will continue with our initiatives as an agency and as a service provider for state government.

If you have any questions, please contact me at 503-881-2427 or Krista Campbell at 971-375-1863.

Sincerely,

Berri Leslie
Chief Operating Officer
Department Administrative Services

Description of DAS

About Us – Description of Agency

Mission and Objectives:

The Department of Administrative Services is the central administrative agency of Oregon state government. Our mission is to serve state government to benefit the people of Oregon.

DAS works to effectively implement the policy and financial decisions made by the Governor and the Oregon Legislature. The department also sets and monitors high standards of accountability to ensure that state government uses tax dollars productively. To fulfill its mission, DAS supports state agencies by providing a strong and stable management infrastructure. As part of this effort, DAS works with private enterprise, citizens, and other government entities to develop an efficient service delivery system.

Mission Statement:

- We support state government to serve the people of Oregon.

Vision:

- By providing reliable service, accurate information and creative solutions, we strive to set the standard for good government and lead state agencies in furtherance of the Governor's vision.

Values:

- A tailored approach to governance through partnership and collaboration.
- Striving to make state government an employer of choice, incorporating a flexible and nimble workplace to attract and retain a diverse workforce.
- Building racial equity into the foundation of state government.
- Investing in sustainable operations for a better climate future.

Agency Offices:

Chief Operating Office

Manages all executive branch agencies; provides governmental and external communications; supports statewide efforts to improve state government; and coordinates legislative activities. The Chief Operating Office includes Communications and the Office of Economic Analysis.

Chief Financial Office

Responsible for establishing statewide financial policies and developing the Governor's Recommended Budget; assists executive branch agencies with budget development; oversees statewide accounting and financial reporting; provides business services internally to DAS; and manages capital financing and facilities planning. The Chief Finance Office includes the following sections: Budget and Management, Capital Finance and Facilities Planning, Performance Measures, Statewide Accounting and Reporting Services (SARS), Statewide Audit and Budget Reporting Sections (SABRS), Internal Audits, and Business Services.

Chief Human Resources Office

Oversees state government's human resources; assists prospective employees through the state's hiring process; offers DAS and client agencies a variety of Human Resource related services, operations and systems. The Chief Human Resource Office includes the following sections: Employee Relations; Policy Consultation and Research; Talent Acquisition; Workforce Solutions; Classification and Compensation; Labor Relations; Documentation and Records Management; Information Management; and Human Resource Information Systems.

Chief Administrative Office

The Chief Administrative Office provides centralized services to state government including land acquisition and maintaining leased owned properties for state government, mail distribution and printing, managing the state's self-insurance and risk control and oversees state government financial systems. The Chief Administrative Office includes the following sections/divisions: Enterprise Goods and Services (Procurement, Publishing and Distribution, Risk Management, Financial Business Systems); Enterprise Asset Management (Fleet and Parking, Real Estate, Surplus Property, Facility Planning and Construction Management, Facility Maintenance, and Facility Operations); Legislative Affairs and Statewide Initiatives; and DAS Information Technology Services.

State Chief Information Office

The Office of the State Chief Information Officer (OSCIO) reports directly to the Governor but for the purposes of this report is included in DAS. The OSCIO enables state agencies and partner jurisdictions to better serve Oregonians through enterprise technology solutions. OSCIO provides enterprise technology governance, leverages investments in shared services, ensures transparency, provides oversight and delivers secure and innovative solutions. OSCIO includes the following sections: Strategic Technology Office; Enterprise Shared Services; Enterprise Technology Services; Enterprise Security Office; and E-Government Program.

Chief Strategic Initiatives and Accountability Office

The Office of Strategic Initiatives & Agency Accountability (SIAA) a central component of DAS, unites statewide solutions through team leadership. The SIAA office coordinates work teams and initiatives that cross jurisdictional and agency boundaries with a goal of achieving transformative, long-term change and developing an agile organization that is able to meet current and future challenges.

Representatives and Contacts:

COO/DAS Director

Berri Leslie, 155 Cottage Street NE, Salem OR
97301 (503) 881-2427

Chief Human Resources Officer/DAS

Vacant, 155 Cottage Street NE, Salem OR 97301 (503)
378-3020

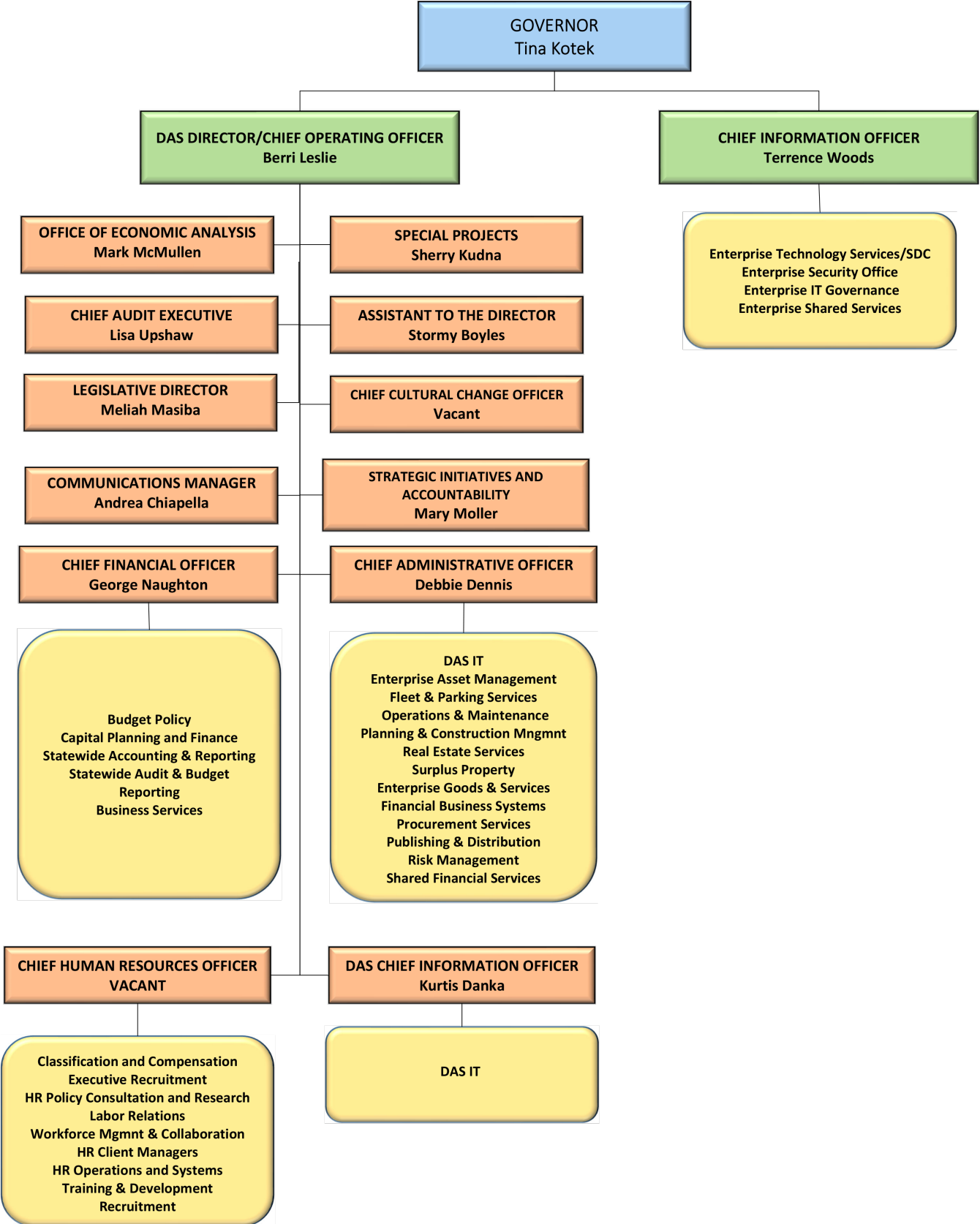
Governor's Policy Advisor for DAS

Chris Warner, 900 Court Street NE, Room 254, Salem OR
97301 (503) 378-8271

Diversity, Equity & Inclusion and Agency Affirmative Action Representative

Krista Campbell, 155 Cottage Street NE, Salem OR
97301 (971) 375-1863

ORGANIZATIONAL CHART



Affirmative Action Plan

Affirmative Action Policy Statement

DAS is committed to establishing and maintaining a diverse workforce, reflective of the population within the State of Oregon. This is a commitment to an active program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age, or disability.

DAS will also ensure that we provide an environment for all applicants and employees that is free from sexual harassment, and intimidation, creating a professional workplace environment regardless of an individual's race, color, religion, gender, sexual orientation, national origin, age, or disability.

DAS' commitment toward affirmative action and diversity in the workplace is realized through a variety of programs and measures.

- **DAS is an equal-opportunity employer that is committed to a pro-active role in the recruitment and selection process. DAS will use diverse recruitment strategies to identify and attract candidates and establish interview panels that represent protected-class groups.**
- **DAS is committed to providing broad and culturally enriched training, career growth and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities, and their value of diversity.**

DAS will not discriminate, nor tolerate discrimination, against any applicant or employee because of physical or mental disability in regard to any position for which the known applicant for employment is qualified.

DAS will continue to maintain zero tolerance for any action that discriminates against an individual for employment, advancement and or training due to physical/mental disabilities, race, color, religion, gender, sexual orientation, national origin, age.

Additionally, all applicants and employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under this policy.

DAS will not discriminate or tolerate discrimination, against any employee because they are a member of, apply to be a member of, perform, has performed, applied to perform or have an obligation to perform service in a uniformed service.

Diversity & Inclusion Statement

DAS is committed to establishing, monitoring, and maintaining a work environment where all employees are valued, treated fairly, and given opportunities to develop and grow to their full potential. Every employee plays a part in our diverse workforce and inclusive work environment by being respectful and supportive, and by acting with integrity to one another. Each person's skills, talents, knowledge, experiences, and personalities broaden the range of perspectives in and approaches to conducting the work we do at DAS.

DAS can best promote excellence by recruiting, retaining, and accommodating a diverse group of staff in an environment of respect that is supportive of their workplace success. This climate of diversity, inclusion and excellence is critical to successfully attaining our mission of contributing leadership and resources to increase the skills, knowledge and career opportunities of Oregonians.

DAS is an equal-opportunity employer that is committed to a pro-active role in the recruitment and selection process. DAS will use diverse recruitment strategies to identify and attract candidates and establish interview panels that represent protected-class groups.

DAS is committed to providing broad and culturally enriched training, career growth and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities and their value of diversity.

The Affirmative Action Policy and Diversity & Inclusion Statement will appear on the DAS internal webpage known as DASH. DASH is available to all employees and is the internet homepage set for all DAS employees. It is the intent of the agency to publish the Affirmative Action Plan on both the internal and external DAS websites. In addition to posting the Affirmative Action Policy and Diversity & Inclusion Statement online, the contact information and process to follow when employees believe they have experienced any type of discrimination is also listed on the internal webpage. All DAS employees, with a higher emphasis of responsibility placed on management employees, are responsible for the implementation of the Affirmative Action Policy and Diversity & Inclusion in the workplace. Managers are expected to ensure that they are aware of the Affirmative Action Policy and Diversity & Inclusion statement and follow the policy and statement guidelines as it pertains to their work, especially during the hiring process.

Training, Education, and Development Plan

The Department of Administrative Services (DAS) recognizes that its staff is its greatest resource. Investing in staff development and enhancing staff knowledge, skills and abilities is one of the agency's highest priorities. The Department of Administrative Services will consider training requests, mentoring, on-the-job training, and external job rotations, to name a few examples of investing in the workforce. In addition to agency all-staff meetings, management training sessions are held to keep our workforce informed of business changes and improved practices.

It is through the Employee Development Policy (107-04-010) that DAS provides information required for training employees to be successful on the job. DAS provides a variety of resources and training opportunities for employees to perform the duties of their current position and to encourage their career development in state service, as far as is reasonably practicable. DAS provides training opportunities through the DAS Employee Enrichment committee and various DAS divisions who provide statewide training (i.e., CHRO, Procurement Services, SFMS, etc.) and on-the-job training to employees to develop proficiency, enhance skills, and encourage development in areas of potential advancement. It is encouraged to allow job development and rotations for employees to gain skills and knowledge to meet agency or state expectations for career advancement.

Annually all DAS employees are required to take Information Security and Discrimination and Harassment training. New employees are required to take those two trainings plus Weapons in the Workplace and Violence Free Workplace, Drug-Free Workplace, Public Records online self-paced courses. DAS CHRO provides training for emerging managers, managers, project managers, business analysts, and HR professionals as well as self-paced online courses covering topics such as HR policies, remote work, delegating, team building, emotional intelligence, working with upset customers, problem-solving, business writing, etc.

Managers, in partnership with their employees, must identify yearly performance or developmental goals and track the progress of their goals every quarter through quarterly check-ins. Goal tracking must be documented in Workday. All employees are provided access to Workday Learning, the state's online learning management system. Employees can access a large variety of instructor-led and self-paced online courses available to them.

Depending upon available resources, DAS funds tuition and/or registration fees for conferences, workshops, and other special training events for employees to enhance their current knowledge or skills or to develop new knowledge or skills to prepare employees for new career avenues or responsibilities.

DAS provides a new employee orientation for all new employees which includes an overall introduction to Oregon state government, the DAS vision and mission, payroll and benefits – internal and statewide policies

DAS continues to provide assistance to identify career paths and encourage employees to seek career development and job rotation opportunities. DAS has several employees on job rotations for career enrichment, work out of class for developmental rotations, and lead workers who are gaining insight into management practices for the 2021-2023 biennium. With the launch of Workday, DAS will be able to capture and track these employees who are gaining advancement experience.

Programs:

Community Outreach Programs:

DAS distributed job announcements to individual organizations and trade groups as well as through network channels of the Governor's Office of Diversity and Inclusion/Affirmative Action. DAS maintains contact with community organizations through staff attendance at group meetings and conferences and staff actively seek opportunities to meet personally with officials representing such organizations and community partners such as:

- Partners in Diversity
- Local colleges and universities
- Oregon Hispanic Employees Network
- Oregon Association of Minority Entrepreneurs
- NAACP Salem-Keizer Chapter
- Oregon Native American Chamber
- Hispanic Services Roundtable
- Oregon Advocacy Commission
- APACC (Asian Pacific American Chamber of Commerce)
- Say Hey, NW
- Breakfast for Champions
- Statewide Affirmative Action Monthly Workshop
- DAS Diversity Council
- Monthly Statewide Recruiters Meeting
- Statewide Diversity Conference
- Ethnic Cultural Events
- Veterans Events
- Worksource Oregon

Recruitment/Selection:

Types of recruitments: In order to promote a diverse applicant pool, job vacancy recruitments are generally conducted on an open competitive basis. The Agency attracts applicants from inside and outside the State system.

Position Descriptions: Position Descriptions include standards for reflecting sensitivity and respect for diverse cultures, and performance appraisals include performance requirements in promoting and fostering a diverse and discrimination/harassment-free workplace.

Interview Panels: Hiring managers will make every reasonable effort to ensure that interview panels are diverse. In order to promote neutrality in the selection of supervisory, management, and executive service positions, the panel should include at least one member from outside the functional unit or the division.

Diversity Awareness Programs:

Annual Diversity Conference

DAS continues to invest in Oregon state government by serving as one of the sponsors of the Statewide Diversity Conference, a day for state employees and managers to learn from dynamic speakers and focused workshops.

Job Rotations

DAS provides employees the opportunity to work in other positions, work units, or locations in order to enhance their knowledge and skill levels. The increased knowledge and skill levels benefit both the Agency and the employees involved. Job Rotations are valuable tools as the Agency develops staff for positions of higher responsibility. Job Rotations may also provide stepping-stones to career progression for women, people with disabilities, and people of color.

New Employee Orientation

New Employee Orientation covers affirmative action and diversity topics. All employees receive a copy of the Workforce Diversity and Cultural Competency policy which is discussed at the orientation.

Leadership Development – Training Programs:

Leadership Oregon is the executive leadership development program for the State of Oregon created in 1989 by the Director's Office of the Department of Administrative Services (DAS). The mission of the program is to support and enhance the professional and personal development of the Oregon state employees through an interactive and practical curriculum that expands an awareness of self, state government and local communities while promoting pride in public service. The program's guiding principles include valuing diversity of people and perspectives.

In addition, DAS CHRO offers a multitude of courses in our Management Development programs. These skill-based statewide programs offer a variety of management and supervisory classroom courses, online courses, and resources for all Oregon state agencies, boards, and commissions. The purpose of the training programs is to continuously develop state managers and supervisors with the necessary skills to be successful at their current and successive levels of management. Each program consists of highly interactive and relevant activities, case studies creating opportunities to learn, share, question, examine assumptions, communicate ideas, make decisions, and build solutions both individually and with peer managers. Here is a list and summary of the trainings available:

Emerging Managers: This program is for team leads or employees interested in exploring management as a next career step. The purpose of the program is to explore a person's readiness for a management position and begin strengthening knowledge and skills needed to become an effective manager.

Emerging Manager Mentoring Program: Over the next five to ten years, Oregon state government will be facing many new challenges and opportunities heightening the need to preserve institutional memory and experiential knowledge. While we have employees with the necessary leadership potential, we need to provide them the opportunities and means to develop skills, so they are ready to successfully step into those important leadership roles. One tool of that development is through a mentorship program. DAS – CHRO has a statewide mentoring program for emerging leaders. The program runs approximately six months from training to final evaluation and is offered 1 to 2 times a year.

Foundational Training Program: This program is for new managers and an excellent refresher for experienced managers. This program covers critical foundational skills for managers that can be applied immediately in the workplace. This training program covers topics such as building trust, emotional intelligence, work styles, delegation, team building, coaching and feedback, etc.

New to Public Management: This program is for experienced managers who are new to Oregon state government. This course provides seasoned managers the information and tools they need to transition their prior experience to the state government environment.

Boards, Commissions and Small Entities: ORS 184.370 requires DAS to provide training for all new board/commission members and executive directors of a small entity. To meet this requirement DAS developed an online class covering Overview of Oregon State Government; Overview of Boards, Commissions, and Small Entities; General Activities of Boards, Commissions, and Small Entities; Operations and Management of Boards, Commissions, and Small Entities; Introduction to Diversity and Inclusion; and Oregon State Government Ethics.

Employee Engagement Services: For several years, DAS has devoted a full-time staff member and resources to employee engagement. While there are a variety of services offered, several of the services are targeted toward managers and their team. How is a manager is referred to employee engagement services? Employee engagement services has a presence at relevant trainings, such as those in the management education series. Additionally, when an issue arises, human resource professionals direct managers to employee engagement services. Specific services offered over the past few years include identifying strengths and utilizing diverse strengths within your team, overcoming communication challenges, and deploying the employee engagement survey and an action plan at the team level.

Selected Development Program Statistics

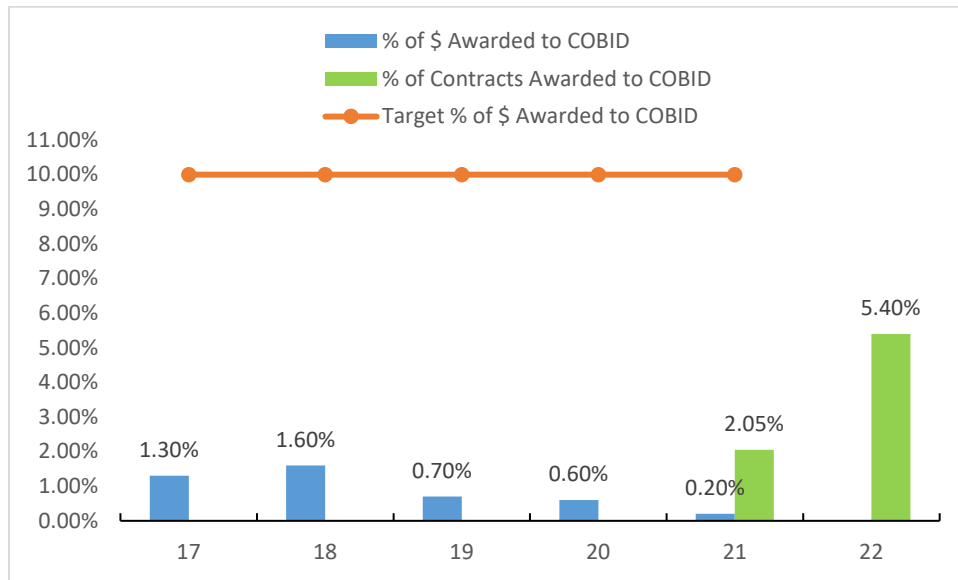
Below is a breakdown of participation of DAS Supervisory Managers in selected training programs by the end of the time period for this plan, 6/30/2022. We have included data for our Foundational Training Program, which has been in existence since January 2014. Additionally, we included data for our mandatory training, Preventing Discrimination and Harassment and Information Security.

Employee Type	Training Completed by 06/30/2022	Group	Number	Percent Complete	
Supervisory Managers		Total			
		Information Security: Foundations	Total	30	
			Female	18	60%
			Male	11	36.7%
			Gender Not Selected	1	.3%
				1	
		Preventing Discrimination and Sexual Harassment	Total	34	
			Female	18	52.9%
			Male	16	47.1%

Status of Contracts to Minority Business

For the reporting period of July 1, 2017 through June 30, 2022, DAS is reporting the contracts awarded to COBID certified firms and for agencies that have also reported COBID data. This report consists of all original contracts awarded to certified firms for said reporting period*.

The awards for COBID contracts enterprise-wide has seen a significant increase during the 21-23 biennium.



**Roles for
Implementation of
Affirmative Action Plan**

Responsibilities and Accountability:

Leadership Team:

1. Promote and set the tone for the rest of the agency on the importance of a diverse and respectful workplace.
2. Encourage the establishment of training programs that support affirmative action objectives.
3. Quarterly review AA/diversity data and discuss opportunities for improving recruitment and retention in the workplace.
4. Determine the effectiveness of Division Administrators in affirmative action activities by including performance measures on their annual evaluations.
5. Review hiring, promotion, and retention rates of women, communities of color, and individuals with a disability. Hold hiring managers accountable for results by first making them aware of current results.
6. Ensure all managers and supervisors receive respectful workplace training and understand their responsibilities for helping attain the most diverse workforce possible.
7. Support and enforce DAS's policies on respectful workplace behaviors.
8. Include in managers and supervisors annual performance evaluations a segment that rates their efforts in achieving the affirmative action plan goals.

Managers and Supervisors:

1. Review and follow Affirmative Action Plan strategies.
2. Hire, transfer, promotion selection decisions based on Equal Opportunity and, where underrepresentation exists, consider Affirmative Action Goals.
3. Understand their responsibilities for enforcing agency respectful workplace policies.
4. Assist Affirmative Action Officer in the identification of any problem areas and help eliminate any barriers.
5. Include affirmative action and diversity elements in management service performance appraisals. Evaluate subordinate managers on their diversity and EEO efforts in their annual performance review.

Affirmative Action Officer/Diversity and Inclusion Representative:

The Affirmative Action Officer (AAO) reports to a Chief of Human Resources Officer. The role of the AAO is outlined below:

1. Represent the agency at the Governor's Diversity and Inclusion meetings, community outreach programs, new employee orientation, diversity organization meetings.
2. Assist Recruiter in identifying challenges with regard to affirmative action and assists in developing strategies to eliminate the issues identified.
3. Monitor EEO/AA employment data quarterly to identify trends and problem areas. Provide data reports to Executive Team.
4. Review and discuss affirmative action plan and affirmative action goals for the Agency and for the individual divisions. Enforce and or recommend reshaping of the plan according to ongoing evaluations.
5. Assist in identifying resources for improving, if needed, the hiring and development of underrepresented persons.
6. Act as EEO/AA liaison for the agency. Investigate and address complaints of harassment or discrimination.

7. Provide semi-annual information to Leadership Team regarding progress on affirmative action goals.
8. Member of the DAS Diversity Council.
9. Assist managers and Enterprise Human Resource Services personnel in devising solutions to equal employment issues to ensure full understanding of affirmative action and EEO policies and procedures.

All Employees:

Self-Report: The only way for DAS's data to accurately reflect the diversity of the whole agency is for all employees to self-report their gender, ethnicity and disability status.

Department of Administrative Services

July 1, 2021 - June 30, 2023

Affirmative Action 2021-2023 Objectives

July 1, 2021– June 30, 2022

Accomplishments:

The Department of Administrative Services continued to work to create a diverse and multicultural organization. During the 2021-2022 plan, DAS accomplished the following:

1. DAS participated as one of the sponsors of the Statewide Diversity Conference. The number of DAS employees attending the conference has continued to increase over our nine year involvement in the conference. This conference provides an opportunity to attend a variety of workshops. The conference featured a host of provocative workshops, such as:
 - Identifying and Understanding Microaggressions
 - Addressing Equity and Diversity Fatigue
 - Tapping into the Power of Multigenerational Teams
 - Engaging in Difficult Conversations
2. DAS increased the percentage of people of color in Upper Management classifications (i.e. PEM E-PEM J), from 16.4% to 18.2% (*See Figure 2*). DAS saw a slight decrease in people of color in middle management positions (PEM A-PEM D) from 15% to 10% (*See Figure 1*). We continue to include affirmative action language in all executive service and management service position descriptions and performance appraisals.
3. DAS increased the percentage of women in Upper Management Classification (i.e. PEM E-PEM J), from 40.5% to 43.9% (*See Figure 1*). DAS saw a slight decrease in women in middle management positions (PEM A-PEM D) from 43.5% to 35% (*See Figure 1*).
4. DAS promoted 131 employees from July 1, 2020 through June 30, 2022. Of those 131 promoted employees, 50% were females.
5. The Chief Operating Officer created a brand new position, the Chief Cultural Change Officer during the 2019-2021 biennium. This position will continue to work very closely with the COO, CHRO, and the Governor's Office on Equity and Inclusion to help move the state workforce forward in regard to its workforce diversity and equity initiatives.
6. DAS ensured that during orientation all employees received information that outlines the agency's commitment to a discrimination/harassment-free workplace, maintaining a professional workplace, and other diversity related policies.
7. DAS created Diversity, Equity and Inclusion dashboards that Affirmative Action representatives and managers can use to assist them in their diversity work in their agencies. The dashboards are in Workday® and are easy to access and to use. Access to workforce data that is easy to access and understand allows agency leadership to assess the current workforce and develop strategies in support of their strategic planning goals.

Goals and Strategies

In conjunction with the two goals outlined below, the Department of Administrative Services (DAS) continued with the long-term Affirmative Action goal of hiring and retaining the following:

- 🚩 Women and minorities in management (EEO A; see Figure 1 and Figure 2)

Affirmative Action 2021 – 2023 Objectives

Goal 1: Implement Diversity and inclusion metrics		
Number	Strategy	Executed
1.1	Engage and partner with executive leadership to monitor and act on diversity and inclusion metrics.	P
1.2	Engage with employees regarding diversity and inclusion metrics.	P
Goal 2: Increase recruitment and representation of diverse employees		
2.1	Increase diversity of recruitment pipeline from attraction to employment.	C
2.2	Develop a leadership profile that reflects the State of Oregon workforce.	N
2.3	Enhance efforts to retain diverse employees.	C
Goal 3: Improve the culture of inclusion.		
3.1	Model and demonstrate inclusion	C
3.2	Measure the current culture of inclusion.	N

Key: P = Partial Completion C = Completed N = Not Completed

Progress Report: While executive leadership was engaged around the diversity and inclusion metrics, more needed to be done around acting on those metrics. Strides were certainly made in some areas, as the data indicates, but resources around diversity and inclusion were spread thin. The DAS Director has proactively taken steps to address this by creating the position of the Chief Cultural Change Officer to assist the Enterprise and the Chief Human Resource Officer has asked for positions to assist with the diversity efforts at DAS, the Cultural Change Officer, and to also assist the smaller boards and commissions who do not have the resources for such important work. We continue to make strides in increasing the diversity of our recruitment pipeline and there is a renewed effort to develop a leadership profile that best reflects the State of Oregon workforce. The Chief Human Resource Office continues to emphasize the importance of diverse candidate pools in all recruitments, with a special emphasis on Executive Recruitments.

**Department of Administrative Services
Workforce Composition Trends
June 30, 2015 - June 30, 2022
Women in EEO Category A**

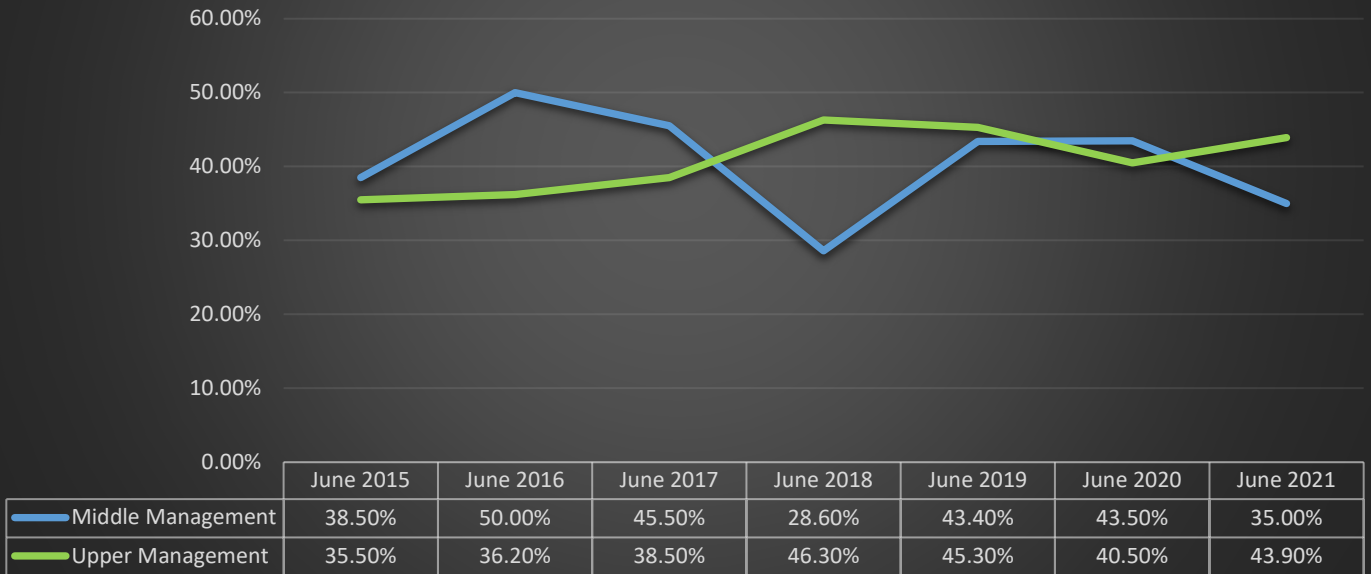


Figure 1. The change over time of the percentage of women in the two subcategories of EEO Category A: Middle Management (i.e. PEM A-D) and Upper Management (i.e. PEM E-J). *Total number of managers varied from 62 to 67.*

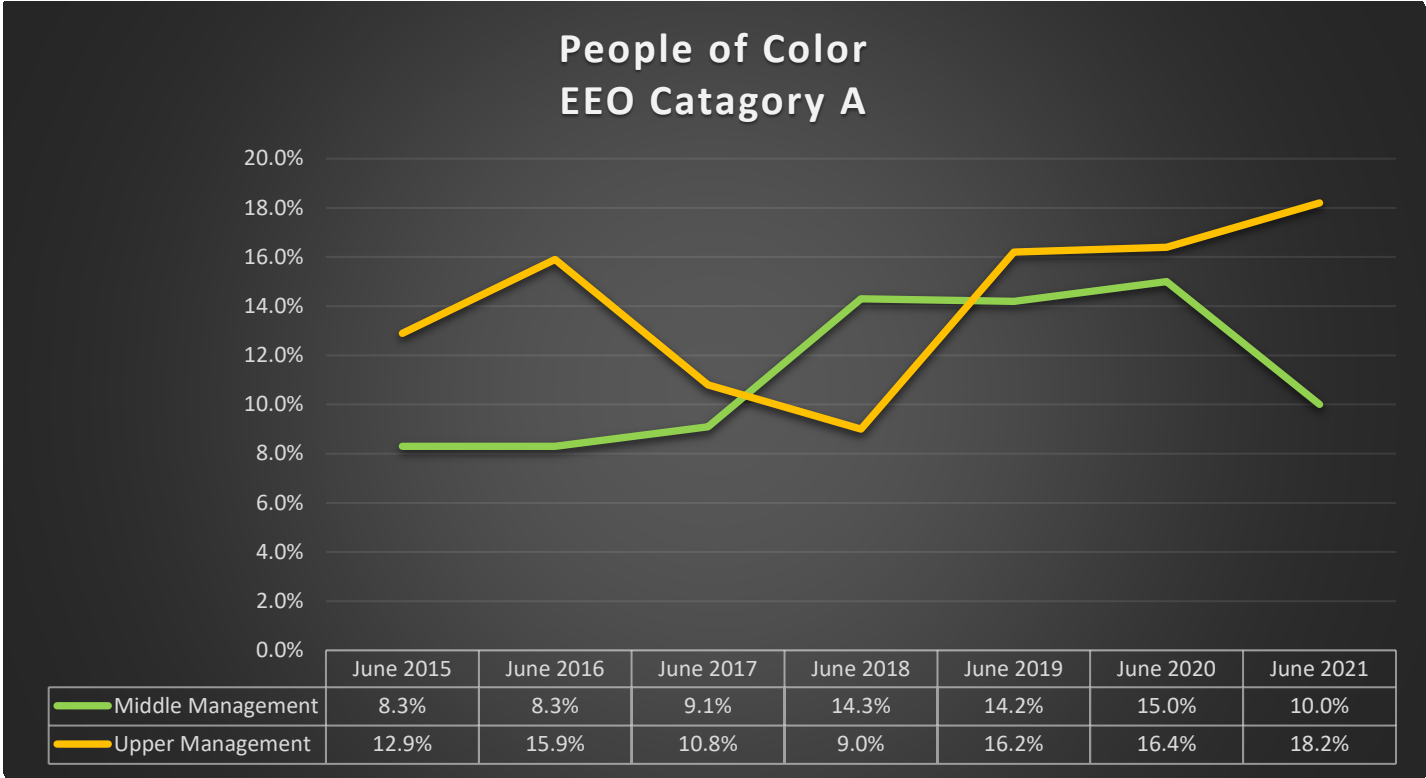


Figure 2. The change over time of the percentage of people of color in the two subcategories of EEO Category A: Middle Management (i.e. PEM A-D) and Upper Management (i.e. PEM E-J). *Total number of managers varied from 62 to 67.*

July 1, 2023 - June 30, 2025

Affirmative Action 2023-2025 Objectives

Goals and Strategies

The overarching theme of the 2023-2025 strategies and goals is to reevaluate our approach to accountability. In partnership with the DAS Strategic Initiatives & Enterprise Accountability Office and in alignment with Governor Kotek’s Agency Expectations directive, we will establish accountability mechanisms that are evidence-based, concise, and quantifiable.

To give us time to align our Affirmative Action plan with other key initiatives such as the agency Diversity, Equity and Inclusion plan, and succession planning efforts the 2023-2025 plan objectives and goals will remain consistent with goals metrics identified in the 2021-2023 Affirmative Action Plan. We anticipate revising and updating key objects, goals and metrics in our 2025-2027 Affirmative Action Plan.

In the 2017-2019 biennium, DAS adopted a new Human Resource Information System that would measure goals and strategies in a quantifiable and consistent manner that up until this point, has been out of reach. We were presented with opportunities to learn and gain firsthand knowledge and skills that would set us up for reevaluating our approach to accountability. The strategies associated with each goal have been reduced, the goals have been rewritten to be more concise and data-focused, and each strategy has associated actions and measurements with responsible parties to ensure accountability.

Furthermore, we will continue monitoring and targeting the long-term Affirmative Action goals of hiring and retaining the following:

- Women and minorities in management (EEO A)
- Women and minorities in skilled craft and maintenance positions (EEO G&H)
- Hiring and retaining qualified people with disabilities (All EEO classifications)

Goal 1: Operationalize diversity and inclusion practices by establishing DEI metrics.

STRATEGY 1: Engage and partner with executive leadership to monitor and act on diversity and inclusion metrics.		
Action	How is it measured	Who is responsible
Establish baseline metrics (See Appendix C)	Number of baseline metrics by 06/30/2025	Chief Human Resources Office (CHRO); Executive Leadership
Establish goals based on baseline metrics	Percentage of baseline metrics with an associated goal by 6/30/2025	CHRO; Executive Leadership
Meet quarterly to measure progress toward goals	Percentage of quarterly meetings executed from 07/01/2021 to 06/30/2025*	Executive Leadership

**All measurement-associated dates are to ensure that the measurement is conducted by the due date of the next Affirmative Action Plan. However, we will be monitoring these measures during the 07/01/2020 to 12/31/2020 and 01/01/2021 to 06/30/2021 and 07/01/2021 to 06/30/2022 time periods as well.*

STRATEGY 2: Increased awareness of DEI metrics with employees		
Action	How is it measured	Who is responsible
Inform employees of baseline metrics and goals	Whether or not employees were informed of baseline metrics and goals by 07/31/2023	CHRO
Inform employees of changes to strategies toward goals	Were employees informed of changes to strategies toward meeting metric goals within two months of a change in strategies	CHRO
Solicit feedback from employees on progress toward goals	Whether or not employees feedback on progress toward goals was solicited	Diversity Council
Share Affirmative Action Plan for comment from employees	Whether or not the Affirmative Action Plan was shared for comment before the first draft was submitted	CHRO

Goal 2: Build a more diverse workforce

Strategy 1: Centralize all statewide recruitment at the Department of Administrative Services Chief Human Resource Office.		
Action	How is it measured	Who is responsible
Review all job postings for racial bias and gender-bias language.	% of women and people of color who apply for jobs as opposed to the baseline established	CHRO Talent Acquisition and Senior HR Research Analyst
Create a communicate outreach and engagement plan to establish active relationships with historically and marginalized communities.	% of women and people of color who apply for jobs as opposed to the baseline established. Survey candidates about how they heard of the position.	CHRO Talent Acquisition Team and Senior HR Research Analyst
Create a recruitment process that promotes fairness, equity, and eliminates unconscious bias.	The % of women, people of color, veterans, and people with disabilities who are hired and who make it further in the process than they are currently.	CHRO Talent Acquisition Team and Senior HR Research Analyst

STRATEGY 2: Increase diversity of recruitment pipeline from attraction to employment.		
Action	How is it measured	Who is responsible
Assess recruitment processes for how diverse individuals move through the pipeline	% of women, people of color, and people with a disability at each stage of recruitment (i.e. apply, interview, hire)	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Simplify the recruitment process to remove barriers	Whether or not findings were acted upon from user acceptance testing of recruitment process (e.g. candidate experience survey)	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Develop collaboration with more diverse communities	% increase in number of external parties (i.e. not Workday) on recruitment list from 07/01/22 to 6/30/2024; % increase in number of colleges and technical schools visited (not including career fairs) from 07/01/22 to 6/30/2024	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Standardize the process in which we select and train interview panelists, and conduct interviews	Whether or not a plan was created for how to develop interview panels	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst

STRATEGY 3: Enhance efforts to retain diverse employees.		
Action	How is it measured	Who is responsible
Implement succession planning materials with managers	# of DAS employees attending Mid-level Manager training from 07/01/2023 to 06/30/2024	CHRO – Statewide Workforce Development Consultant and Senior HR Research Analyst
Assess current turnover of diverse employees	% of women, people of color, and people with a disability leaving DAS annually	Senior HR Research Analyst; Diversity Council
Brainstorm ways to retain diverse employees	Whether or not methods for retaining diverse employees was presented to the executive team	CHRO; Diversity Council; Executive Leadership
Implement recommendations	% of recommendations implemented by 06/30/2024	CHRO; Diversity Council

STRATEGY 4: Develop a leadership profile that reflects the State of Oregon workforce.

Action	How is it measured	Who is responsible
Assess current DAS leadership profile	% of women, people of color, and people with a disability in middle level and upper level management	Senior HR Research Analyst
Assess where leadership profile is recruited from	% of middle level and upper level management that are internal vs. external hires; current state classifications from which middle and upper management promote	Recruitment Policy Consultant and Senior HR Research Analyst
Establish goals for leadership pipeline	Whether or not specific goals were established for the % of women, people of color, and people with a disability in middle level and upper level management	Executive Leadership
Recruit from more diverse communities	% increase in number of external parties on recruitment list for middle and upper management postings from 07/01/23 to 6/30/2025	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Assess diversity of participants in manager trainings	% of women, people of color, and people with disabilities of DAS employees attending management trainings	CHRO – Statewide Workforce Development Consultant and Senior HR Research Analyst

Goal 3: Create a more inclusive workplace

STRATEGY 1: Model and demonstrate inclusion.		
Action	How is it measured	Who is responsible
Respond efficiently and effectively when inclusion policies are violated	% of diversity and inclusion policy complaints resolved from 07/01/2023 to 06/30/2025	CHRO
Maintain employee training on diversity and inclusion policies	% of eligible employees completing diversity and inclusion training from 07/01/2023 to 06/30/2025	CHRO – Statewide Workforce Development Consultant and Senior HR Research Analyst
Hold inclusion and diversity events	# of inclusion and diversity events held from 07/01/2023 to 06/30/2025 (e.g. Lunch & Learns, multicultural events, presentation in new employee orientation)	Diversity Council

STRATEGY 2: Measure the current culture of inclusion.		
Action	How is it measured	Who is responsible
Establish Culture of Inclusion Interdepartmental Committee	Whether or not a Culture of Inclusion Interdepartmental Committee was established	CHRO; Executive Leadership; Diversity Council
Develop a measure of the current culture of inclusion	Whether or not a measure was developed	Culture of Inclusion Interdepartmental Committee
Deploy the measure of inclusion to DAS employees	% of DAS employees completing the measure	Culture of Inclusion Interdepartmental Committee
Report on the measure of inclusion	Whether or not results were shared with the executive team	Culture of Inclusion Interdepartmental Committee; Executive Team
Integrate findings into next Affirmative Action Plan	Whether or not findings were integrated into the next Affirmative Action Plan	Culture of Inclusion Interdepartmental Committee; 2023-2025 Affirmative Action Plan Team
Plan timeline for next measurement	Whether or not a timeline is in place for the next measurement of inclusion	Culture of Inclusion Interdepartmental Committee; Executive Team

Appendix A

State of Oregon Policy Documentation:

- [Statewide Diversity, Equity, and Inclusion Action Plan](#)
- [Executive Order 22-11](#)
- [ADA and Reasonable Accommodation Policy](#) (*Statewide policy 50.020.10*)
- [Discrimination and Harassment Free Workplace](#) (*Statewide policy 50.010.01*)
- [Statewide Workforce Learning and Development](#) (*Statewide Policy pending approval 10-040-01*)
- [Duties of Administrator](#) (*ORS 240.145*)
- [Rules Applicable to Management Services](#) (*ORS 240.250*)
- [Recruitment and Selection](#) (*Statewide policy 40.010.02*)
- [Veterans Preference in Public Employment](#) (*ORS 408.230*)
- [Equal Opportunity and Affirmative Action Rule](#) (*105.040.0001*)

Federal Documentation:

- [Age Discrimination in Employment Act of 1967](#) (ADEA)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008](#) (GINA)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
 - a. National Origin Discrimination
 - b. Discrimination
 - c. Race/Color Discrimination
 - d. Religious Discrimination
 - e. Sex-Based Discrimination
 - f. Sexual Harassment
- [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)

Appendix B: Affirmative Action Dashboard Mockup

