

AFFIRMATIVE ACTION PLAN



2021-2023



State of Oregon
Oregon Parks and Recreation Department

Lisa Sumption / Director
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503-986-0718



November 20, 2020

Steve Lee
Affirmative Action Manager
Diversity, Equity, and Inclusion
Office of the Governor
900 Court Street NE, STE 254
Salem, OR 97301

Dear Steve,

Oregon Parks and Recreation Department (OPRD) leadership will continue building on the work of our Inclusion Committee, as we strive to create park environments that are ready to welcome all visitors and staff to feel included, safe and respected. We encourage collaboration, innovation, and flexibility to empower employees to contribute to their own Diversity, Equity and Inclusion journey.

Our 2021-2023 Affirmative Action Plan highlights our accomplishments in diversity, equity and inclusion, and our goals for continuing the work of attracting, hiring and retaining a diverse, qualified workforce. I would be remiss if I ignored the significant impact of 2020. OPRD is not supported by general funds and while our entire world is impacted by the pandemic, the significant financial impact of shutting down parks and lottery play sent our strategic plans and workforce strategies into a tailspin. We were unable to return a majority of our seasonal workforce and our cost reduction strategy included workforce layoffs. 2020 hosted circumstances throughout our country, highlighting social injustice and creating an urgent need to address systemic racism. Outdoor recreation will not be excluded from the effort to implement and influence change. An organic accomplishment was realized in 2020, when several Commission members and OPRD leaders along with Inclusion Committee members came together for several courageous conversations which facilitated a deep dive into how systemic racism has shown up in outdoor recreation. These conversations will help us with level setting for moving forward and will guide us into the next biennium.

In the 2021-2023 biennium, OPRD will pursue goals that cultivate a welcoming, respectful and belonging culture. We will use the level setting conversations held in 2020 to continue exploring what a systemically equitable Oregon State Park System would look like both internally and externally. Externally we will look at how we can create a park experience that is truly open to all and considers the particular needs of BIPOC, women, and lower-income individuals.

Internally, we will be specifically focused on what systemic equity can look like, analyzing who works for, manages, and oversees the park system. We will prioritize employee retention, and develop creative recruitment outreach processes and workforce strategies to realize the vision of a diverse, inclusive and competent workforce that will contribute to building a stronger Oregon.

In addition to our commitment to having a diverse workforce and a welcoming, safe, environment, we look forward to supporting the Governor's initiatives for change, to promote diversity, equity, and inclusion statewide.

If you have any questions about the plan or want more information, please contact Kristi Fox, OPRD Human Resource Director at 503-400-0477, or Kristi.K.Fox@Oregon.gov.

Sincerely,

Lisa Sumption
OPRD Director

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» I. Agency Description



Oregon's state parks are among the most popular in the U.S. Their combined day-use and camping attendance of more than 47 million visitors consistently ranks the system among the ten most visited in the nation. With more than 47 million visitors each year, the agency ranks third in the nation for day use and sixth in the nation for overnight camping. Each of our Oregon state parks is an individual place where people play, picnic, camp, rest, hike, renew, and everything in between. They are an everyday reminder of the things that make Oregon great, and their very existence is a testament to what we collectively value.

Oregon Parks and Recreation (OPRD) operates Oregon's state parks through a headquarters staff in Salem and three field regions. It is also responsible for the Office of Outdoor Recreation, the State Historic Preservation Office, Oregon's Recreation Trails, the Ocean Shores Recreation Area, Scenic Waterways and the Willamette River Greenway. We are divided into three functional areas: Field Operations, Heritage Programs and Support Services.

Field Operations comprises the Coast Region, Valleys Region and Mountain Region, which are collaboratively responsible for the on-the-ground operation and natural resource management of over 241 recreational properties, including 54 parks that offer overnight accommodations.

Heritage Programs is responsible for the management of all federal and state heritage programs. Through its boards and commissions, the Division coordinates programs that advocate for historic cemetery conservation, advises on historic preservation policy, designate historic properties, provides grants to heritage programs, issue grants to museums and historical societies, and implements the Oregon Historic Trails Plan.

Support Services comprises the following: Procurement, Finance, Information Technology, Grants and Programs, Central Park Services, Human Resources and Risk Management, Communications, and Legislation and Policy. Collaboratively, support services provide administrative, legislative, compliance and other essential services for the agency.

Our Mission

To provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

Our Vision

Oregon Parks and Recreation Department takes the long view to protect Oregon's special places and provide the greatest experience while creating stable future funding.



Goals

The state park system is fast approaching its centennial in 2022. Important dates are an opportunity to examine all of the programs and services we provide and set goals for the next hundred years. As the agency hits the century mark, the department will focus on the basics of what makes Oregon State Parks great. Between now and 2022, we will focus on:

Protecting special places. The state park system contains the most iconic and popular places in Oregon. OPRD is Oregon’s leading advocate for protecting special places.

Providing great experiences. A place — be it a park, an historic property, or an archaeological site — is meaningless unless it fulfills some deeper human need. The experience is the thing, whether it’s time spent with family and friends, a genuine connection to Oregon’s natural and social features, or the personal enrichment that comes from outdoor recreation and interpretation.

Taking the long view. When we build and maintain parks, heritage areas, and facilities, we must work to fulfill current and projected needs while sustaining the long-term health of the entire park system. This means using environmentally sound and culturally sensitive construction methods, building facilities with future costs in mind, and creating strong partnerships to accomplish more together.

Together, these goals define the agency mission. These goals can be realized when we have a diverse, engaged, innovative staff working together to create meaningful park experiences.



Agency Director

Lisa Sumption, Director
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503-986-0660

OPRD Office of Human Resources

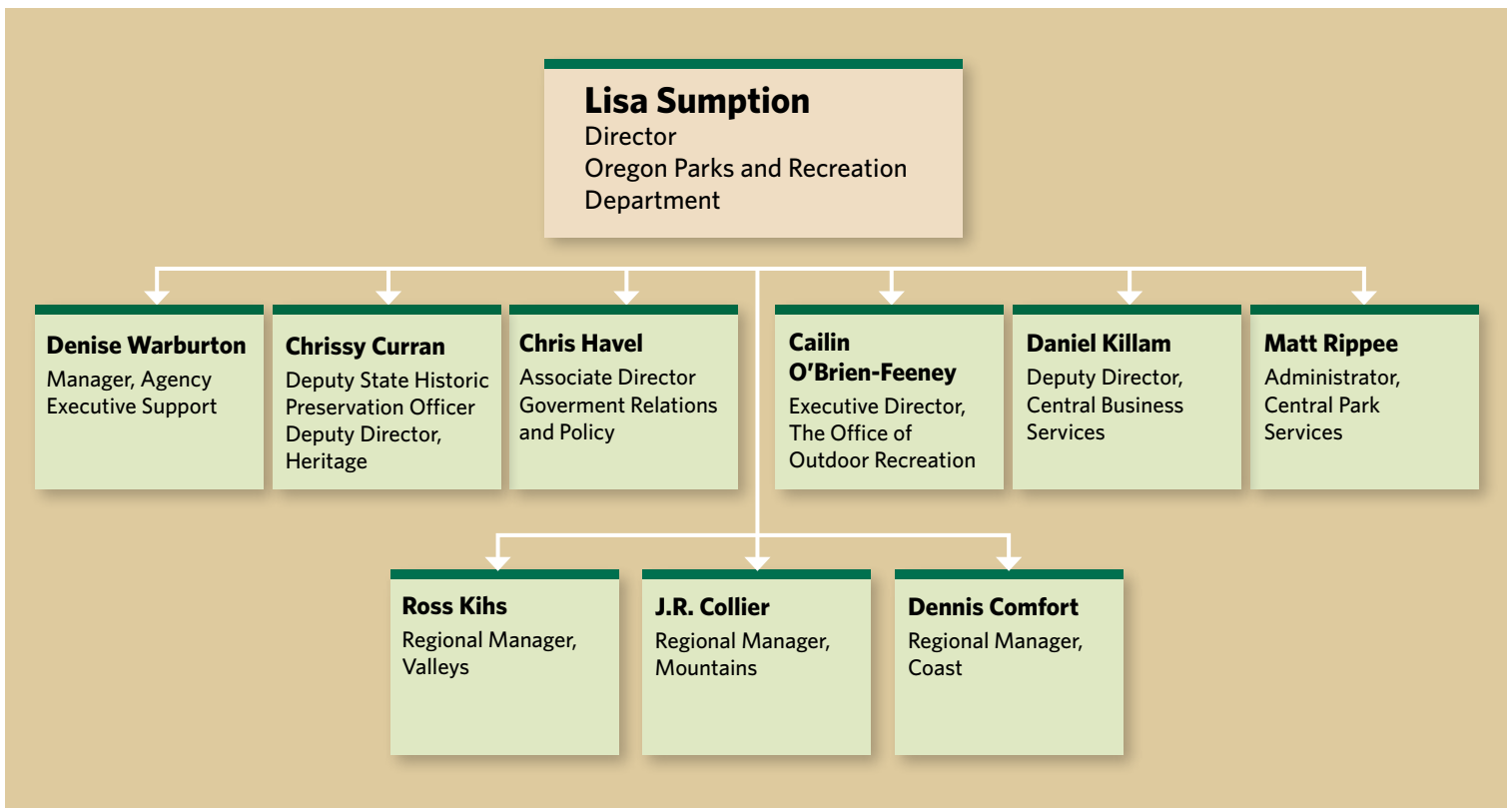
Kristi Fox, HR Director
725 Summer Street, NE, Suite C
Salem, OR 97301
503-400-0477

Governor’s Policy Advisor

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Salem, OR 97301
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COBID Contracting and Procurement

Jan Hunt, Procurement Manager
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Salem, OR 97301
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» II. Affirmative Action Plan

Affirmative Action Representative

Position is vacant as of June 08, 2020



OPRD Policy # HR.010:

Affirmative Action and Equal Employment Opportunity

OP 30-27 is the most current policy on this topic and will be later revised and adopted in the new policy format as HR.010.

Policy Number: OP 30-27	Effective Date: November 26, 2008
SUBJECT: Affirmative Action and Equal Employment Opportunity	AUTHORITY: ORS 240; DAS Policy 50.010.01; Governor's Executive Order 08-16; OAR 105-040-0001
DISTRIBUTION: All employees	

PURPOSE: Oregon Parks and Recreation Department (OPRD) complies with the various laws and regulations related to Affirmative Action and Equal Employment Opportunity. OPRD has an ongoing commitment to ensure each job applicant shall be selected solely on the basis of qualification, merit, and professional abilities and each employee will enjoy a diverse workforce, a professional work environment, and an agency comprised of people who understand and appreciate their work.

POLICY: As an equal opportunity employer, OPRD prohibits discriminatory treatment of job applicants, employees, contractors and contractor employees, as well as any person who is a current or potential user of OPRD services, on the basis of an actual or perceived "protected characteristic." For the purpose of this policy a "protected characteristic" is race, color, gender, gender identity, national origin, age (18 and over), marriage, veteran status, sexual orientation, religion, being a victim of violence, or a physical or mental disability.

PROHIBITED CONDUCT: This policy protects individuals from conduct based on one's protected characteristic. Accordingly, OPRD will publicize and adhere to the State of Oregon policy 50.010.01 Discrimination and Harassment-Free Workplace.

APPLICABILITY: All personnel decisions, including, but not limited to, hiring, promotion, compensation, benefits, transfers, or layoffs will be administered without regard to one's protected characteristic. This includes all job applicants, current employees, and contractors. (NOTE: Contractors are not subject to ORS 240, but must comply with all federal and state laws.)

All OPRD employees and contractors have a shared responsibility to be respectful of co-workers, contractors, customers, and members of the public with regard to actual or perceived protected characteristics.

GENERAL IMPLEMENTATION: OPRD is committed to affirmative action and to providing a workplace where all employees recognize, respect, and benefit from a diverse workforce. As part of this commitment, every effort will be made to reach out to the broadest possible labor market with aggressive recruitment programs. OPRD will ensure employment decisions, including recruitment, hiring, training, promotion, transfer, demotion, and termination, will be based on business needs and an individual's relevant merit, ability, and potential without regard to protected characteristics.

OPRD creates, maintains, and implements an Affirmative Action Plan that outlines its goals, activities and responsibilities. The Plan is available to managers and employees for reference and review. Managers are expected to participate, and to encourage others to participate, in the agency's activities designed to promote affirmative action and equal opportunity. As part of their annual performance evaluation, each manager or supervisor shall be evaluated on their effectiveness in promoting a workplace that values diversity and OPRD's affirmative action and equal opportunity goals and objectives. Human Resources staff will be evaluated pursuant to their performance on this policy.

New employees will be informed of this policy during new employee orientation. Employees shall receive this policy and updates and be trained on its requirements as necessary. This policy shall be posted on the OPRD website in proximity to job announcements and solicitations for contract work. The existence and applicability of the policy shall be referenced in OPRD job solicitations and in contracting requests. Contract language shall include appropriate equal opportunity and affirmative action clauses so as to make these integral elements of a contractor's agreement with OPRD.

REPORTING AND RESOLVING VIOLATIONS: An individual who believes this policy has been violated, based on actual or perceived information, may report the incident either orally or in writing to a member of management or the Human Resources staff. When the complaint is taken orally, the manager or Human Resources staff shall document the complaint. It is the policy of OPRD to follow the DAS policy regarding reporting and resolving complaint processes.

There may be discipline administered if it is found an employee knowingly made a false accusation of discrimination or knowingly provided false information in the course of an investigation. A complaint made in good faith, even if found to be unsubstantiated, will not be considered a false accusation.

All OPRD employees are expected to cooperate with investigations by the Human Resources office into complaints pursuant to this policy. Failure to cooperate may result in disciplinary action.

Any person found to have engaged in prohibited conduct or otherwise to have violated this policy may be subject to discipline up to and including dismissal. In addition to implementing disciplinary action, the Human Resources office may recommend further steps necessary to address the impact a violation of this policy may have had on the complainant or OPRD.

CONCLUSION: OPRD values equality of opportunity, human dignity, and racial/ethnic and cultural diversity. OPRD managers and employees shall be responsible for creating and promoting a work environment that is free from any kind of unwelcome, unwanted, or offensive behavior. OPRD does not tolerate any form of discrimination or harassing behaviors based on a protected characteristic. OPRD will continue to take affirmative action to support and advance these values.



Affirmative Action Plan - Overview

We believe that every one of us is responsible for creating and contributing to an inclusive and professional work environment that is safe and everyone belongs. To help ensure the success of our action plan, the OPRD Director, Director's Group and Human Resources will make necessary decisions, allocate resources, monitor the accomplishments of this plan on a regular basis and adjust the plan as appropriate to support initiatives.

We are proud of the work we have done, and significant work remains. Any manager or employee who has questions about the OPRD Affirmative Action Plan can contact any member of the Human Resources Team or the individuals below. The plan can be found on the OPRIS site and is available to all OPRD employees.

In addition, management has a specific responsibility to ensure the work environment is free from any form of discrimination, harassment or retaliation for filing a complaint related to workplace concerns. All management staff should be active in support of recruitment and career development programs that ensure equitable representation of under-represented groups, including, women, veterans and people with disabilities and people of color in all job classifications. Management will be responsible for ensuring meaningful progress toward achieving affirmative action goals, such as diverse workforce development opportunities and those responsibilities are reflected in management check-in's and performance evaluations.

Anyone who believes he or she has been discriminated against based on an individual's protected class status may file a complaint in accordance with the Department of Administrative Services (DAS) statewide Discrimination and Harassment Free Workplace policy 50.010.01 or by contacting either:

Kristi Fox
Human Resource Director
725 Summer Street, NE, Suite C
Salem, OR 97301
503-400-0477
Kristi.K.Fox@oregon.gov

Daniel Killam
Deputy Director of Administration
725 Summer Street, NE, Suite C
Salem, OR 97301
503-986-0772
Daniel.Killam@oregon.gov

Equal employment opportunity/ affirmative action statement

At Oregon Parks and Recreation, we are committed to providing equal opportunity in employment regardless of race, religion, color, national origin, marital status, sex, sexual orientation, gender identity, age, veteran's status or mental or physical disability. We are also committed to ensuring that any employee who requires reasonable accommodations to do his, hers or their job will receive accommodation.



Diversity, Equity and Inclusion statement

Oregon Parks and Recreation (OPRD) acknowledges our responsibility to serve all visitors and employees by interrupting systemic inequities and upholding human rights. We strive for an environment where one's race/ethnicity, class, gender, sexual orientation, ability, veteran's status, and other identities do not limit participation in the outdoor experience. With great humility, we accept responsibility for misunderstanding or mistakes and actively work to correct them. We will include the voices of communities and visitors we serve and will work to integrate diversity, equity, inclusion and accessibility into everything we do.

OPRD values equality of opportunity, human dignity, racial/ethnic and cultural diversity. OPRD managers and employees shall be responsible for creating and promoting a work environment that is free from any kind of unwelcome, unwanted, or offensive behavior. OPRD does not tolerate any form of discrimination or harassing behaviors of any kind, especially those focused on a protected characteristic.



Complaint process

Oregon state government and OPRD take seriously all complaints of conduct by any state employee that violate statute, rule, procedure, policy, ethical and professional standards. This can include a variety of different kinds of behaviors, including, but not limited to, whistleblowing, discrimination, harassment, unethical, unfair or unprofessional conduct.

If you have a complaint of any type that you cannot resolve yourself in the workplace, you have several options for how to report it.

Any type of complaint can be submitted to Human Resources. Once received, the complaint will be referred to the appropriate HR Business Partner, and you will be contacted regarding additional information needed and the ongoing status.

You may also make complaints through any of the methods below:

- Contact your supervisor, or the manager over your supervisor;
- Contact the Sr. HR Business Partner for your area;
- Send an email describing your complaint to OPRD HR Director; Kristi.K.Fox@oregon.gov
- Send a written letter describing your complaint to Human Resources at OPRD HR, 725 Summer Street, Suite C, Salem OR 97301; or
- Certain types of complaints may have additional avenues for remedy, for example to regulatory agencies. In general, it is best to begin at the lowest appropriate level.

Employment



Recruitment and Hiring line of sight

Oregon Parks and Recreation (OPRD) believes that a well-qualified and diverse workforce is key to providing culturally effective and equitable access to all visitors and participants in our programs. The policy statement below confirms that OPRD is committed to strategies that integrate transparent recruiting practices into all employment selection processes. The commitment statement, principles and goals of this document will be the guiding force for OPRD recruiting practices, outreach efforts, onboarding of new employees and retention of current employees.

OPRD will actively participate with The Office of Cultural Change to build relationships with other state agency recruiters and affirmative action representatives. These relationships will benefit OPRD expertise and best practices in areas such as creative recruitment strategies, retention, diverse community resources, affirmative action plan development, along with diversity and inclusion practices and policies.

Commitment Statement

Oregon Parks and Recreation (OPRD) believes that a skilled and diverse workforce is key to providing culturally effective and equitable service to all. It is the philosophy and practice of OPRD to implement strategies that integrate concepts of workforce diversity, accountability, transparency, equal opportunity, efficiency, respect, collaboration, and non-discrimination into all employment selection processes. Preparation and planning prior to outreach and recruitment is the underlying principle of this philosophy. The goal is to recruit and retain a diverse and qualified workforce.

Principles of Recruitment

- Recruitment is a long-term investment, not a short-term process.
- Preparation, planning and communication are essential to effective hiring and shortening time to hire.
- Collaboration between hiring managers and recruiters is essential.
- Integration of diversity, equity, inclusion and affirmative action into everything we do.
- Understand impact unconscious bias.
- Transparency, accountability and respect create applicant/candidate trust.

Goals of Recruitment

- Increase our capability to attract and retain skilled workforce.
- Hire talent from a variety of backgrounds, which support cultural diversity versus “fit.”
- Improve culturally specific and responsive services through a diverse workforce.
- Ensure utilization of people of diverse backgrounds in the workforce (e.g., people of color, veterans, various sexual identities and people who identify as disabled).
- Ensure recruiting processes are free of bias.
- Ensure a positive/respectful candidate experience.



Effectiveness of recruitment methods

The OPRD HR Talent Acquisition Coordination Team (TACT) team is currently developing recruitment strategies and continuing to enhance a variety of tools to increase recruitment effectiveness to help managers conduct fair and equitable recruitment processes and interviews. Strategies will include a specific outreach plan in order to increase the diversity within our pipeline of seasonal workers.

The 2021-23 Plan will use reports and data sourced from Workday regarding the diversity of the workforce, promotions and separations. These quarterly reports will be used by HR, and OPRD leadership to measure the effectiveness of all diversity, equity and inclusion work being done by the agency.

Succession Plan

With more than a third of staff eligible to retire in 2021, OPRD is experiencing the same depletion in institutional knowledge and loss of leadership disruption as other state agencies. Understanding the importance of retaining institutional knowledge and employee engagement, OPRD is striving to be positioned and proactive in workforce planning and talent management in order to transfer knowledge from retiring, long-time staff to the next generation of leaders. Succession planning, engagement and diversity are connected: a diverse workforce that reflects the communities and visitors we serve will support sustainability and strengthen the agency.

With this in mind, OPRD is focused on the following strategies:

- Leadership/management training to ensure our current managers and aspiring managers have the resources, tools and skills to be effective leaders of diverse teams, particularly in the area of respectful leadership. OPRD encourages all levels of employees to take advantage of statewide leadership programs.
- Supporting job rotations and work-out-of-class opportunities to provide current employees the skills they need to advance in the agency. Be intentional about the transfer of institutional knowledge. Explore specific opportunities for intentional development.
- Strategic outreach and targeted recruitment to reach under-represented segments of our workforce. For example, participate in local community career events as well as network with high schools and colleges to promote vacancies. Posting open recruitments at local businesses to encourage various generations to explore careers in natural resources and provide opportunity to develop awareness of OPRD jobs and the skills needed to qualify. Hold “in-park information sessions” to increase awareness of what it takes to run a safe, efficient and inclusive park.



Training and Education



A healthy, respectful work environment is essential for employee morale, retention, and productivity. As diversity increases within the workforce, so does the need for awareness and mutual respect and need for belonging. Workforce education is a continuous process with a threefold objective:

- 1) Creating a supportive internal work culture;
- 2) Improving underrepresented segments of the workforce; and
- 3) Diversify service to consider and include the growing and diverse visitor base.

OPRD recognizes the importance of training and professional development in cultivating a strong workforce. OPRD strives to ensure that all employees are afforded the opportunity for education and coaching. OPRD's succession plan focuses on employee development, ensuring that OPRD's employees are ready to step into different roles as those opportunities become available.

OPRD strives to provide various training opportunities for employees in a variety of formats to meet the diverse needs and will implement blended learning options including on-line, classroom, and on-the-job sessions. Training topics cover a wide range of skills, from interpersonal, and technical to transformational.

ASCENT Transformational Leadership Programs

OPRD is part of a multi-agency coalition that co-sponsors ASCENT, an intensive nine-month leadership program for state employees that focuses on developing skills to lead self, others, teams and organizations in public, complex, and interdependent systems. With tracks for both managers and non-supervisory employees, OPRD considers ASCENT to be a core training to prepare our staff for management and leadership positions.

Additional offerings from ASCENT are:

Authentic Leader - a quick dive into self-awareness and what it requires to become an authentic leader.

Promise of Leadership - the beginning of the journey to self-discovery. This program provides tools and coaching to receive the gift of feedback and learn what means to begin the transformation journey.

Leader 2 Leader - this series of six sessions gives leaders and managers a forum to practice using the concepts of transformational leadership.

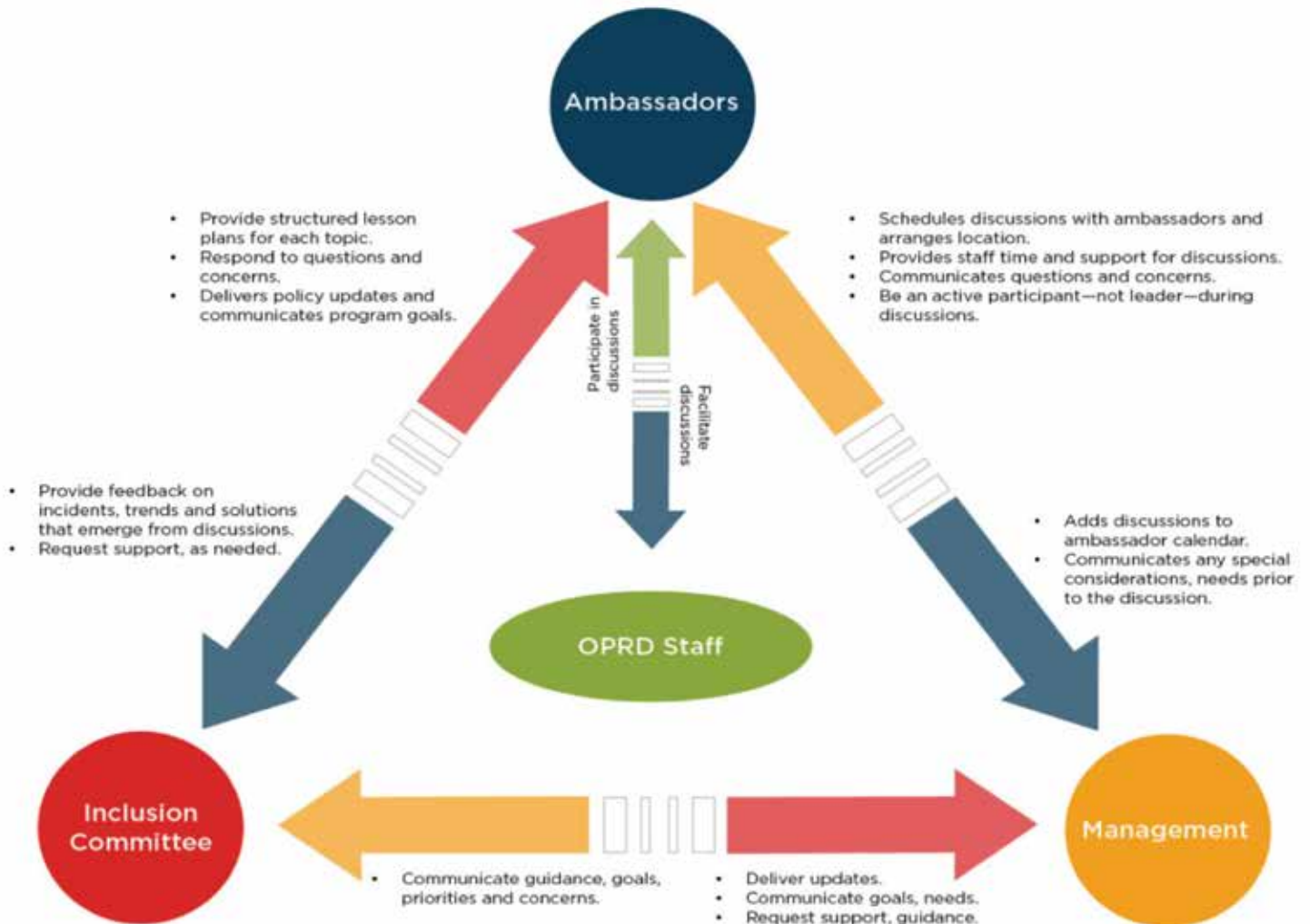
Inclusion Committee

The OPRD Inclusion Committee is tasked with looking for opportunities to foster a culture that is welcoming to all, relevant to current and future park users, and committed to forging a lasting connection between people and Oregon's special places. The restructure goal is to support OPRD management in accomplishing agency inclusion and equity efforts and will create intentional sub-groups. The focus of these subgroups

- Create an Oregon Parks and Recreation Welcoming Statement
- Assess Rules and Make Recommendations about Barriers to Underrepresented Populations
- Continue and develop Ambassador Program. Keep informed about Tribal Relations working group/agency efforts

Ambassador Program; Inclusion Ambassadors from around the state facilitate conversations with their colleagues related to diversity and inclusion. The goals are twofold: to create opportunities for collaborative conversations that allow staff to learn from each other's experiences and perspectives, and to discuss innovative solutions to current issues related to our diverse visitor base. Ambassadors will aim to facilitate several conversations each year.

This graphic shows how everyone in the agency has a role in making the program a success:



Statewide Exit Interview Survey

It is important for the state to have consistent information about employees who voluntarily leave state service. With the introduction of Workday, exiting employees can complete the exit interview easily through Workday. The survey gathers exit information to show trends and possible areas of concern that can be addressed through changes in policy and practice. OPRD HR will pull this data quarterly to review it and share with managers and the executive team. HR will use the information to determine and strengthen strategies for retaining employees.

Performance evaluations of all management personnel

The Oregon Management Project (TOMP) was restarted by the Department of Administrative Services in 2019. One focus of TOMP is increased accountability of managers and includes quarterly check-ins in place of annual performance appraisals. Annual performance appraisals can still be completed for managers but are not part of the requirement and the use of them is up to the manager's discretion.

The agency director and HR director will receive completion reports and address incomplete requirements. Because this program recently restarted, it is too soon to report on effectiveness, but this program will continue to be used at OPRD and will be reported on in the next affirmative action plan. The [Performance Accountability and Feedback Checklist](#) is available on the DAS website.

Posting of agency affirmative action plan

The affirmative action coordinator (to be assigned) will ensure that this affirmative action plan is posted on the OPRD internal site for all employees. Because the affirmative action plan contains the OPRD affirmative action policy statement, diversity and inclusion statement as well as accomplishments for the previous plan period and goals for the current plan, it is important to be accessible to the general public. The affirmative action coordinator will ensure the plan is also posted on the OPRD external site.

Active Participation with Office of Cultural Change and Governor's Office

It is the responsibility of the affirmative action coordinator to attend the meetings and trainings sponsored by the Office of Cultural Change. The affirmative action coordinator works closely with various leadership groups to promote diversity, equity and inclusion, not only at OPRD, but statewide.

Statewide affirmative action meetings allow OPRD to build relationships with other state agency affirmative action representatives, human resource managers/directors and recruiting personnel. These relationships allow OPRD and other agencies to mutually benefit from sharing expertise and best practices in:

- Affirmative action plan development
- Recruitment outreach procedures
- Diversity, equity and inclusion practice





» III. Roles for implementation of the Affirmative Action Plan

Everyone at the Oregon Parks and Recreation (OPRD) plays a role in implementing a diverse, equitable and inclusive workplace. We have included for every level of employee, highlighting the duties and accountability for each.

OPRD Director

The Director of OPRD is accountable to the Governor, the OPRD Director's Group and the entire agency to make sure we do the best we can. Below are some of the responsibilities of the Director.

- Ensure managers understand their role and responsibility to demonstrate and promote affirmative action activities, a diverse workforce, and a welcoming and respectful environment. Each member of the Director's Group is expected to communicate these same principles to their subordinate managers and supervisors.
- Demonstrate and promote to managers, employees, partners and stakeholders the importance of a diverse and discrimination- and harassment-free workplace by supporting diversity, equity and inclusion communications to the agency.
- Evaluate the performance the Director's Group in the effectiveness of their efforts to promote a welcoming and respectful workplace and help achieve the OPRD Affirmative Action Plan goals and objectives.
- Remind direct reports to include evaluation of the effectiveness of promoting a welcoming and respectful workplace for subordinate managers' performance appraisals.
- Meet with OPRD Human Resource director bi-annually to review workforce representation statistics and accomplishments in the affirmative action plan. Support the adjustment of strategies as needed to achieve a positive outcome.

Regional Managers and Deputy Directors

Deputy directors, managers and supervisors are accountable to the OPRD Director. As key agency leaders, they will be accountable for forwarding on the information they receive from the Director and others to their subordinate managers and supervisors. These managers and supervisors will in turn, share the information with their staff out in the field. Below are some of the responsibilities and duties for the deputy directors, regional managers and supervisors.

- OPRD deputy directors, regional managers, and supervisors demonstrate and promote to subordinate managers and employees the importance of a diverse, respectful and discrimination- and harassment-free workplace.
- Strive to have a diverse selection and interview panel for any recruitment process and encourage staff participation on diverse interview panels. Work with the OPRD Human Resources to use and uphold State of Oregon procedures and rules in filling vacancies.
- Consider participation on various committees or sub-group and encourage staff to do so.

- Ensure all subordinate managers receive an orientation on the department's affirmative action goals and responsibilities and understand their own responsibilities for helping attain the goals in the division/program areas.
- Evaluate subordinate managers and supervisors on how well they encourage a diverse workforce, demonstrate and encourage a welcoming and respectful workplace, and make the effort to assist the agency to achieve the goals and objectives as described in the affirmative action plan.
- Attend and encourage staff to participate in diversity-related activities and training to be informed of current issues.
- Inform employees of the OPRD Affirmative Action Plan maintained on the OPRD internal OPRIS site.
- If aware of a department employee engaging in any type of harassment, follow the procedures outlined in DAS 50.010.01, Discrimination & Harassment Free Workplace and contact OPRD Human Resources.

HR Director

Oversee and guide the development and implementation of the Affirmative Action Plan.

- Oversee and ensure systems are in place for the tracking and implementation of the goals and strategies contained within the AAP.
- Report regularly to the Deputy Director of Administration and Director's Group.
- Ensure the Affirmative Action Plan is effectively communicated to all employees.
- Ensure Sr. HR Business Partners have tools and resources needed to consult around the implementation of AAP goals and initiatives to management within their book of business.
- Ensure the OPRD Affirmative Action Plan is available to all employees and the plan is available on the external website for public viewing.

AA Representative - (vacant; recruitment planned for second half of 2021)

The affirmative action coordinator is accountable to OPRD Leadership, employees and the Office of Cultural Change, for tracking and implementing the OPRD affirmative action plan. Below are some of the responsibilities of the coordinator.

- Facilitate efforts to increase the understanding of the responsibility for promoting a respectful, diverse and inclusive workforce environment, and attaining OPRD's AAP goals in partnership with OPRD Leadership and employees.
- Partner with OPRD Recruiters and the hiring managers to ensure strong recruitment outreach to people of color, people with disabilities, veterans and women through diverse-specific websites, community organizations, community leaders and various forms of education.
- Coordinate specific outreach activities to build rapport with organizations, colleges, and outdoor associations nation-wide.
- Review and recommend changes in policies, procedures and programs to ensure affirmative action is implemented throughout OPRD.

- Analyze workforce data from Workday in order to make data driven recommendations and decisions about workforce strategies.
- Develop the Affirmative Action Plan with input from the agency. Oversee the tracking and implementation of the goals and strategies, reporting regularly to HR Director and Director's Group.
- Report out quarterly workforce representation data to the OPRD recruiters, Human Resource Director, and Deputy Director of Administration who will share the data as appropriate with the OPRD Director and Director's Group.

Agency Employees

Employees are accountable to their manager and ultimately OPRD Leadership and the agency Director. They are responsible for conducting themselves according to the policies of OPRD and the State of Oregon. Below are some of the responsibilities of all employees.

- Understand their job to fulfill the mission and values of the agency.
- Recognize and respect the differences of other employees, the public and stakeholders. Exhibit an attitude of respect, courtesy, and cooperation towards all employees and the public we serve.
- Refrain from any actions that would adversely affect the performance of a co-worker with respect to their race, sex, color, creed, religion, age, national origin, sexual orientation, disability, marital status, status with regard to public assistance, familial status, gender identity, gender expression, political party affiliation, veteran's status.
- Participate in agency-sponsored diversity, equity and inclusion events, Inclusion Committees, Advisory Councils and encourage other employees to participate also.
- Report any conduct in violation of the Department's policies against discrimination and harassment.



»» IV. July 1, 2019 – June 30, 2021



Progress toward affirmative action goals 2019-21

OPRD has continued the work to improve workplace diversity. The agency will continue to provide outreach to communities to attract a diverse workforce.

People with Disabilities

The department continues to experience a low number of employees self-disclosing disabilities. This self-disclosure is voluntary, and the agency needs to develop an explanation of why we need this information and that it is not used for any hiring or promotion decisions.

Veterans

It is important for the agency to reach out to Veterans organizations providing information related to assistance available to applicants, along with open recruitment announcements. Currently, OPRD has very few employees who have self-disclosed they are a veteran. More detailed information on Veterans is in the Demographic Analysis section. This 2021-23 plan will have a specific initiative to encourage belonging, engagement, reporting and focused outreach.

Women

Over the last five years, the percentage of women employed at OPRD has remained consistent.

Accomplishments

In the Affirmative Action Plan for 2019–2021, OPRD had the following five goals:

Goal 1: Continue to provide education opportunities on the topics of Respectful Leadership and Respectful Work Environment.

Goal 2: Increase representation of protected-class categories in management to better represent the demographics of state parks visitors.

Goal 3: To retain protected-class employees.

Goal 4: To increase recruitment and outreach of protected-class employees.

Goal 5: To support managers to ensure they have the tools they need to lead a diverse workforce.

During the 2019-21 reporting period, the agency faced multiple events which made it very challenging to work towards the five goals. The agency went through an internal restructure, including turnover in multiple executive leadership position, such as the Agency Deputy Director, Park Administrator and two Regional Manager positions. The agency's Inclusion Council went through a re-evaluation process which came to a halt with the COVID-19 state of emergency, which was perhaps the event with most repercussions on the agency.

The COVID-19 state of emergency caused the closure of the entire parks system. OPRD experienced the coordination of closures for the first time in its long history. This closure event led to the agency's financial crisis which resulted in the impact to 73 positions. The cost reduction strategies included layoffs and a freeze in hiring. As a result of COVID-19 state of emergency, the agency implemented remote working for a third of its workforce; again, an unprecedented event.

Sadly, as the agency was dealing with the COVID-19 state of emergency and the layoffs, the wildfires devastated some park properties, put others in high risk, and brought more challenging situations for the agency such as but not limited to employees reporting location changes and an unhealthy work environment due to the smoky conditions.

Additionally, the HR Department has gone through multiple leadership changes, staff turnover and reductions. The reductions resulted in significant workloads, limited capacity and constant adjustments based on immediate day-to-day priority shifts and compliance needs. This limited capacity issue resulted in various functions being left untracked and unattended.

Through these very difficult times, the focus throughout the agency was the core basics with the urgent and essential need to keep the parks open; everything else was put on pause. Unfortunately, this included the tracking and implementation of many of the 19-21 Affirmative Action Plan initiatives.

However, the agency is clearly moving towards a more culturally competent workforce. Employees understand the links between a diverse, culturally conscious workforce, the public we serve, and the experience of our visitors. The agency sees this as a great accomplishment as it is indicative of a culture change and shift which takes courage and authentic conversation. These shifts are not only extremely difficult to make in an organization but essential with various movements throughout our country.

Moving forward, the department continues to be committed to creating a diverse and multi-cultural organization, and will continue building a culturally aware and competent workforce, create culturally appropriate and effective programs and delivery systems. We will implement diversity and equity centered improvement strategies to create welcoming and safe environments.



Demographic Analysis

The workforce representation data is pulled from the Workday DEI Dashboard, the new tracking program used by the State of Oregon. The parity data for the State of Oregon is out-of-date. The Governor's D & I Offices and State agencies will update the parity analysis for the next Affirmative Action plan period of 2023-2025. For this 2021-2023 Plan, the actual numbers of employees within each job category, race, disability, veteran status and gender will be reviewed and a plan made to continue to increase the representation.

OPRD is including report tables for the following information as requested by the Governor's Diversity, Equity and Inclusion Office:

- summary of data
- workforce representation by race and gender
- agency executives by race, gender, disability and veteran status
- agency supervisors by race, gender, disability and veteran status
- promotions for supervisors by race and gender
- promotions for non-supervisors by race and gender

Summary Reports

The following summary tables show how many employees are People of Color, White, with a Disability or a Veteran within each job category as of June 30, 2020.

Workforce Representation by Job Classification, Race/Ethnicity and Gender

The two charts below show the number and percentage of males and females within each race/ethnic group, sorted by job classifications. In some of the job classifications there are no employees within the race/ethnic groups. Do not wish to answer is 6%

According to the State of Oregon Employment Department's website: <https://www.qualityinfo.org/-/race-and-ethnic-diversity-in-oregon-s-workforce> in an article on January 9, 2020, it reported:

Though it is still predominantly white, Oregon's population has started to diversify in recent years. In 2018, the share of people of color in Oregon grew to 25 percent, a 32 percent increase from 2008. This is still 13 percentage points lower than the national average, but the share of people of color in Oregon grew more quickly than the national average over this 10-year span. The share of Hispanic or Latinx residents of any race in Oregon has increased more than any other racial or ethnic group, with a 17 percent increase in the past decade.

The agency will do more to attract a diverse candidate pool, and strive to create a more diverse workforce. More effort will be made to build a relationship with various organizations to focus on attraction and diversifying applicant pools, including offering job search assistance to their membership. This will be listed specifically in the outreach strategies for 2021-2023.

Oregon Parks and Recreation

Affirmative Action Analysis as of June 30, 2020

Racial Representation by Job Classification

Job Categories	Total Emp	American Indian or Alaska Native		Asian		Black or African American		Hispanic or Latino		Native Hawaiian or Other Pacific Islanders		Two or more races		White		Do not wish to answer	
		Actual ¹	%	Actual ¹	%	Actual ¹	%	Actual ¹	%	Actual ¹	%	Actual ¹	%	Actual ¹	%	Actual ¹	%
Administrative Support	44	0	0.0%	0	0.0%	2	4.5%	1	2.3%	0	0.0%	2	4.5%	39	88.6%	0	0.0%
Officials and Administrators	24	0	0.0%	2	8.3%	0	0.0%	0	0.0%	0	0.0%	1	4.2%	20	83.3%	1	4.2%
Professionals	141	0	0.0%	2	1.4%	1	0.7%	5	3.5%	0	0.0%	4	2.8%	127	90.1%	2	1.4%
Service	199	4	2.0%	0	0.0%	0	0.0%	1	0.5%	0	0.0%	15	7.5%	176	88.4%	3	1.5%
Technicians	10	0	0.0%	1	10.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9	90.0%		0.0%
Totals	418	4		5		3		7		0		22		371		6	
		1%		1.20%		0.72%		1.67%		0.00%		5.26%		88.76%		1.44%	

*Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency

Job Categories	Total Emp	Male		Female	
Administrative Support	44	2		42	
Officials and Administrators	17	7		10	
Paraprofessionals					
Professionals	141	87		54	
Service	199	144	68.0%	55	32.0%
Skilled Craft Workers					
Technicians	10	7		3	
Totals	411				

Job Classification	2019 Count	2020 Count
Service	526	261
Professionals	168	159
Administrative Support (Including Clerical Sales)	57	50
Officials and Administrators	25	24
Technicians	15	12
Paraprofessionals	1	
Total	792	506

Agency Executives

This first chart shows the race/ethnicity and gender of the agency director.

Racial Categories	Female	Male
American Indian/Alaska Native		
Asian		
Black/African American		
Hispanic		
Native Hawaiian/Other Pacific Islander		
Two Or More Races		
White	1	
Totals	1	0

This summary shows the race/ethnicity (people of color or white) and gender of the OPRD executives. There are no reported disability and veteran status by gender.

Racial Category	Female	Male	All	Pct.
American Indian/Alaska Native	0	0	0	0.00%
Asian	1	0	1	6.67%
Black/African American	0	0	0	0.00%
Hispanic	0	0	0	0.00%
Native Hawaiian/Other Pacific Islander	0	0	0	0.00%
Two Or More Races	0	0	0	0.00%
White	7	7	14	93.33%
Totals	8	7	15	

Agency Supervisors

The numbers below are not correct; additional Workday research is needed.

The charts below show the race/ethnicity and gender, for supervisors at OPRD as of June 30, 2020. There were no supervisors with reported disability and veteran status.

Racial Category	Female	Male	All	Pct.
American Indian/Alaska Native	0	0	0	0.00%
Asian	1	0	1	7.14%
Black/African American	0	0	0	0.00%
Hispanic	0	0	0	0.00%
Native Hawaiian/Other Pacific Islander	0	0	0	0.00%
Two Or More Races	0	0	0	0.00%
White	8	5	13	92.86%
Totals	9	5	14	

Promotions - Supervisory Positions

For promotions into supervisory positions, this chart shows the race and gender for promotions occurring between July 1, 2019 through June 30, 2020.

Racial Categories	Female			Male			All
	Reported Disability	Veterans	Agency Workforce	Reported Disability	Veterans	Agency Workforce	Agency Workforce
American Indian/Alaska Native			0			0	0
Asian	0	0	1			0	1
Black/African American			0			0	0
Hispanic			0			0	0
Native Hawaiian/Other Pacific Islander			0			0	0
Two Or More Races			0			0	0
White	0	0	2			7	9
Agency Totals	0	0	3	0	0	7	10

Promotions - Non-Supervisory Positions

For promotions into non-supervisory positions, this chart shows the race and gender for promotions occurring between July 1, 2019 through June 30, 2020.

Racial Categories	Female			Male			All
	Reported Disability	Veterans	Agency Workforce	Reported Disability	Veterans	Agency Workforce	Agency Workforce
American Indian/Alaska Native			0			1	1
Asian			0			0	0
Black/African American			0			0	0
Hispanic			0			1	1
Native Hawaiian/Other Pacific Islander			0			0	0
Two Or More Races			1			0	1
White			5			11	16
Agency Totals	0	0	6	0	0	13	19

» July 1, 2021 – June 30, 2023 - Goals and Strategies



Inclusion is the act of creating environments in which any individual or group can feel welcomed, respected, and able to fully participate. Equity and inclusion are possible only when barriers are acknowledged and removed.

Goals for OPRD Affirmative Action Plan

The OPRD vision to take the long view to protect Oregon’s special places and provide the greatest experience while creating stable future funding, is why we continue to pursue goals that help us increase and retain our representation of people of color, people with disabilities, veterans, LGBTQ and women within the OPRD workforce.

OPRD feels the most important focus for our goals needs to be on both the workplace and park environments. Recognizing that each of our Oregon state parks is an individual place where people play, picnic, camp, rest, hike, renew, and everything in between, we must have a culture that is inclusive and respectful. Our parks are an everyday reminder of the things that make Oregon great, and their very existence is a testament to what we collectively value.

Considering the challenges within the outdoor recreation discipline, our attraction and retention strategies will need to be enhanced with intentional activities and creative approaches. We will continue to work hard to develop outreach efforts, including the use of technology to reach outside our state to attract qualified candidates. The goals and strategies described below will continue the successful efforts made in the past and focus on some areas that need to be improved.

In the 2021-2023 biennium, OPRD will pursue the following goals:

1. Promote the growth of an inclusive and respectful culture that encourages collaboration, creativity and flexibility, enabling individuals to contribute to their full potential and manage their own DE&I journey and facilitate retention.
2. Expand recruiting outreach efforts with diverse community-based organizations to increase the diversity of our workforce, especially for people of color, people with disabilities, LGBTQ, women and veterans.
3. Establish a foundational structure for managers by providing tools to successfully create, lead, guide and respond to a diverse workforce.
4. Establish a consistent baseline to measure progress surrounding a diverse workforce.

Goal 1: Create and foster an inclusive and respectful culture that results in employees who belong and are engaged.

Strategies:

- The OPRD employee orientation process will be reviewed, and relevant, realistic changes will be recommended for new employee orientation. This review will take place during the 2021-23 biennium along with recommendations to develop and implement changes to address retention for people of color, veterans, people with disabilities, LGBTQ and women within the agency.
- Strengthen the onboarding plans of new employees to continue throughout the first year of employment in order to increase opportunities for policy awareness, training, and resources that support the individual DE&I journey.
- The agency will continue to develop opportunities where employees can discuss diversity, equity and inclusion in a welcoming and respectful environment so that everyone can have a chance to understand, help address and rectify any bias.
- HR will coordinate the review and make improvements to the current new employee orientation/onboarding process with the intent to explore the development and implementation of an on-line agency-wide orientation that every new employee can access their first week. This will cover all agency or State-wide policies employees need to understand. It will also cover a review of this plan, options to grow in the areas of diversity, equity and inclusion.
- Field offices will review local on-boarding which will explain specific office procedures and practices, in addition to the education of agency diversity, equity and inclusion efforts to strengthen the culture at OPRD.

Goal 2: Expand recruiting outreach...: OPRD will continue to expand its recruiting outreach efforts with diverse community-based organizations to increase diversity of our workforce, especially for people of color, people with disabilities, LGBTQ, women and veterans.

Strategies:

- OPRD will annually review the recruitment and selection process to make sure all actions are relevant.
 - Strong, accurate job announcement;
 - Diverse organization outreach strategy;
 - Veterans' preference;
 - The interview process, including diversity/inclusion questions;
 - Reference checking, including diversity/equity/inclusion questions;
- Develop outreach strategies to diversity in management and include outreach beyond Oregon when applicable.
- Attend targeted outreach and networking events and accept resumes from job seekers that will be shared with the appropriate programs and managers. Help job seekers set up informational interviews as needed.
- Develop and maintain recruitment and career services partnership with veterans' organizations, such as Oregon Department of Veterans Affairs, USDOL-Vets, United States Guards and Reserves, E3 Federal Solutions, and local Disabled Veterans Outreach program.
- Develop partnerships with college and university strategy/working groups, career centers and alumni organizations, trade schools, and apprentice programs around Oregon and across the country.

Goal 3: Foundational structure

We will continue to seek out and develop available options and resources ensuring managers have relevant tools to successfully create, lead, guide and respond to a diverse workforce.

- Monitor and review management performance appraisals to ensure they are improving their Respectful Leadership Professional Development components.
- Persist in the support of managers as they respond to workplace environment issues associated with staff diversity, work quality, performance, productivity, teamwork, and career development.
- Discuss diversity and inclusion regularly at the leadership level. Once a quarter a diversity and inclusion topic will be discussed at the Director's Group and Operational Review Board meetings. Guest presenters may be from HR or possibly from outside the agency. Twice a year (January/July), updated workforce representation reports will be presented to the Director's Group and shared with OPRD leadership.

Goal 4: Establish, track and report on relevant baseline measures

- Report quarterly on equity-focused outcome measures, including: workforce diversity; diversity advancement; diversity retention (turnover); The quarterly reports will drive action striving to correct areas that are not satisfactorily improving, based on targets established by the leadership team in 2021.
- Develop a procedure to ensure exiting employees are invited to complete the exit interview in Workday that includes diversity and inclusion-related questions. These exit interviews will be used when examining turnover rates. An annual summary of these exit interviews will be provided to the Director's Group.
- Use a diversity and equity-perspective to examine turnover rates quarterly for voluntary and involuntary separations. Determine if there is more turnover in diverse populations. Develop strategies to eliminate any disproportionate turnover for a protected class.
- A plan will be developed to work with the employees who have not filled out the information regarding race/ethnicity or veteran, disability status to support the ability to track and measure progress.
- On a quarterly basis, recruiters will review workforce representation report for people of color, people with disabilities, women and veterans in all positions, and with a focus on management positions.

AFFIRMATIVE ACTION PLANS

2021-2023 Affirmative Action Strategies and Goals

Further define goals for OPRD that are specific, measurable, achievable, relevant, and time-bound. Ensure this plan continues to receive input from Director's Group, Leadership Group, Inclusion Committee and Sr. HR Team and Talent Acquisition Coordination Team (TACT).

- What condition would you like to change? Use the workforce data to determine the condition.

Finalize action plans for each 21-23 goal that supports moving the dial for each measure and include ways to share the measures and increase awareness for OPRD staff. Work collaboratively within the Inclusion Committee format to identify goal champions and accountability managers. These plans will be presented, approved and supported by the Director's Group, Leadership Group, and Human Resources Team.

» Appendices

Appendix A - State Policy Documentation

The following links lead to a pdf with all of the state documents:

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

Appendix B - Federal Documentation

Link to federal documentation:

http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf

Includes:

- 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)
- Title VII of the Civil Rights Act of 1964
- 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

Executive Order 11246 (OFCCP regulations)