



Affirmative Action Plan 2025-2027

**Department of Consumer and
Business Services**

State of Oregon



Oregon

Tina Kotek, Governor



Department of
Consumer and
Business Services

August 1, 2024

Juliet Valdez-Locke

Affirmative Action Manager | Office of Cultural Change
Department of Administrative Services
155 Cottage St NE # U90, Salem, OR 97301

Re: DCBS 2025-27 Affirmative Action Plan

Dear Juliet,

I am pleased to share with you the Department of Consumer and Business Services (DCBS) 2025-27 Affirmative Action Plan. The plan highlights our accomplishments in diversity, equity, inclusion, and community engagement, as well as our goals for continuing to attract and maintain a diverse workforce.

Our accomplishments in the 2023-25 biennium include networking with our diverse community partners and organizations to disseminate information about the services we provide to residents, available job openings, career services help we offer to applicants, and resources and educational opportunities available to underserved and underrepresented communities. DCBS also established an Office of Equity by combining DCBS' highly successful multicultural and diversity, equity, and inclusion programs to serve as a catalyst within DCBS to further its goal of fostering an inclusive work environment and to work with agency leadership and those who do business with DCBS to promote the equitable delivery of services.

For 2025-27, we are committed to implementing the affirmative action policies, programs, and procedures in this plan to ensure employment practices are free of bias. Employment practices include community engagement, recruitment advertising, screening, pay equity compensation, hiring, promotion, transfer, termination, and selection for training, including internship opportunities.

DCBS adopted an agencywide strategic plan in June 2024. The 2025-27 Affirmative Action plan was created to complement DCBS' strategic plan's diversity, equity, and inclusion initiatives. Our efforts in both plans focus on creating an environment that promotes employees' job and career development and job seekers' assistance by providing informational interviews, mock interviews, and application help to people of color, people with disabilities, veterans, and women, as well as employees at DCBS who want to further their career. In addition to our commitment to having a diverse workforce and a welcoming environment, we continue to support and assist the work of the Racial Justice Council and DAS-Office of Culture Change.

If you have questions about the plan or want more information, please contact me at 503-947-7872 or Bryant Campbell, our director of the Office of Equity, at 971-900-9536.

Sincerely,

Andrew R. Stolfi,
DCBS Director



350 Winter St. NE
P.O. Box 14480
Salem, OR 97309



503-378-4100



dcbs.info@dcbs.oregon.gov



oregon.gov/dcbs

Table of Contents

Department of Consumer and Business Services	1
State of Oregon.....	1
Table of Contents	3
DCBS overview	5
Our mission.....	5
Who we are	5
We value	5
Our goals.....	5
DCBS contact information	6
Organizational chart by division	7
Roles for implementation of affirmative action plan	8
Director/Executive Team.....	8
Managers/supervisors	9
Employees	10
Director of Equity	11
Overall agency accountability	12
Affirmative Action – Policy PER-27	13
Diversity, Equity, and Inclusion Statement.....	14
Current biennium affirmative action progress report:	16
2023-2025 affirmative action plan goals	16
Strategies and timelines for achieving DCBS goals	17
Workforce diversity	17
Workplace inclusion	18
2. How are you aligning your Affirmative Action Plan with your DEI Plan and Strategic Plan?.....	21
DCBS Strategic Plan 2024-2027	22
Diversity, Equity, and Inclusion Strategic Plan 2023-2025	23
3. Leadership Evaluation Report: ORS 659A.012 requires agencies to carry out a policy against discrimination in employment and requires an evaluation of all management personnel and their effectiveness in achieving affirmative action objectives as a key consideration of their performance. Document how your agency has complied with this requirement to evaluate all management personnel.....	24
DCBS workforce demographics	25
Next biennium affirmative action plan:	43
Goals 2025-2027	43
Goal 1.....	43
Goal 2.....	44
Goal 3.....	45
Complaint options	46
DCBS Internal Complaints Procedure DAS 50.010.03.....	47
Succession plan:.....	48
DCBS Succession Plan	49
Contracting:	50
State of Oregon contracting (2017 – 2022).....	50
Department of Consumer and Business Services contracting (2017 – 2022)	51
Percent of contracts that were COBID certified by year:	52

Appendix 53

Appendix A – State Policy Documentation 53

Appendix B – Federal Documentation 53

Appendix C – DCBS documentation in support of its affirmative action plan 53

DCBS overview

Our mission

To protect and serve Oregon's consumers and workers while supporting a positive business climate.

Who we are

The Department of Consumer and Business Services (DCBS) is Oregon's largest business regulatory and consumer protection agency. The department administers state laws and rules to protect consumers and workers in the areas of workers' compensation, occupational safety and health, financial services, insurance, and building codes.

DCBS staff members are committed to carrying out the department's statutory responsibilities and fulfilling our mission and goals in a manner that serves the needs of both the public and the businesses and professionals we regulate.

We value

- Respect
- Integrity
- Service
- Excellence

Additionally, we recognize the importance of diversity and inclusion, expertise, personal responsibility, collaboration, effectiveness, accountability, customer service, and effective communication in accomplishing our mission.

Our goals

DCBS has three fundamental goals to advance its mission for the next three years and beyond:

- Protect consumers and workers in Oregon.
- Regulate in a manner that supports a positive business climate.
- Be accountable to the public we serve, with excellent service to our customers.

Strategies to achieve these goals

Our approach to workplace cultural change and community engagement includes two strategies:

1. Inform and empower: We inform underserved and underrepresented communities of their rights and opportunities, as well as empower them to tell us of their specific needs and challenges as staff members, workers, consumers, or business owners.
2. Consult and involve: We consult and involve staff members, community leaders, community partners, and others that are active influencers in their communities.

To do this, we will:

- Support innovation and help people from underserved and underrepresented communities enter the market, grow their business, or obtain a license
- Promote choices and access for Oregon consumers and businesses by supporting the success of industries in the economic sectors we regulate
- Use a variety of approaches (regulation, enforcement, education, consultation, direct service delivery, etc.) in the most appropriate combinations to achieve results
- Use technology and other tools to exchange information easily and conduct business
- Measure results achieved by our programs and approaches and reevaluate the programs and approaches to find further improvements
- Continually improve our cost effectiveness and ensure that our services provide value to consumers, workers, and businesses
- Evaluate, develop, and maintain appropriate levels of human, organizational, financial, and other resources necessary to carry out our responsibilities
- Continue to improve the organizational culture and employee engagement of the agency
- Never be satisfied with the status quo
- Seek input from staff members and our external customers to identify areas of greatest concern to our workforce, consumers, workers, and the businesses we regulate
- Provide tools that allow our employees, customers, and communities to use and visualize DCBS data and chart progress toward equitable outcomes, which is crucial for strengthening accountability and credibility.

DCBS contact information

A. **DCBS Director**

Andrew R. Stolfi
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-947-7871

B. **Governor's Policy Advisor**

Vince Porter
State Capitol
Salem, OR 97301
503-378-8636

C. **Affirmative Action Representative**

Bryant Campbell
Director of Equity
350 Winter St. NE
Salem, OR 97309-0405
971-900-9536

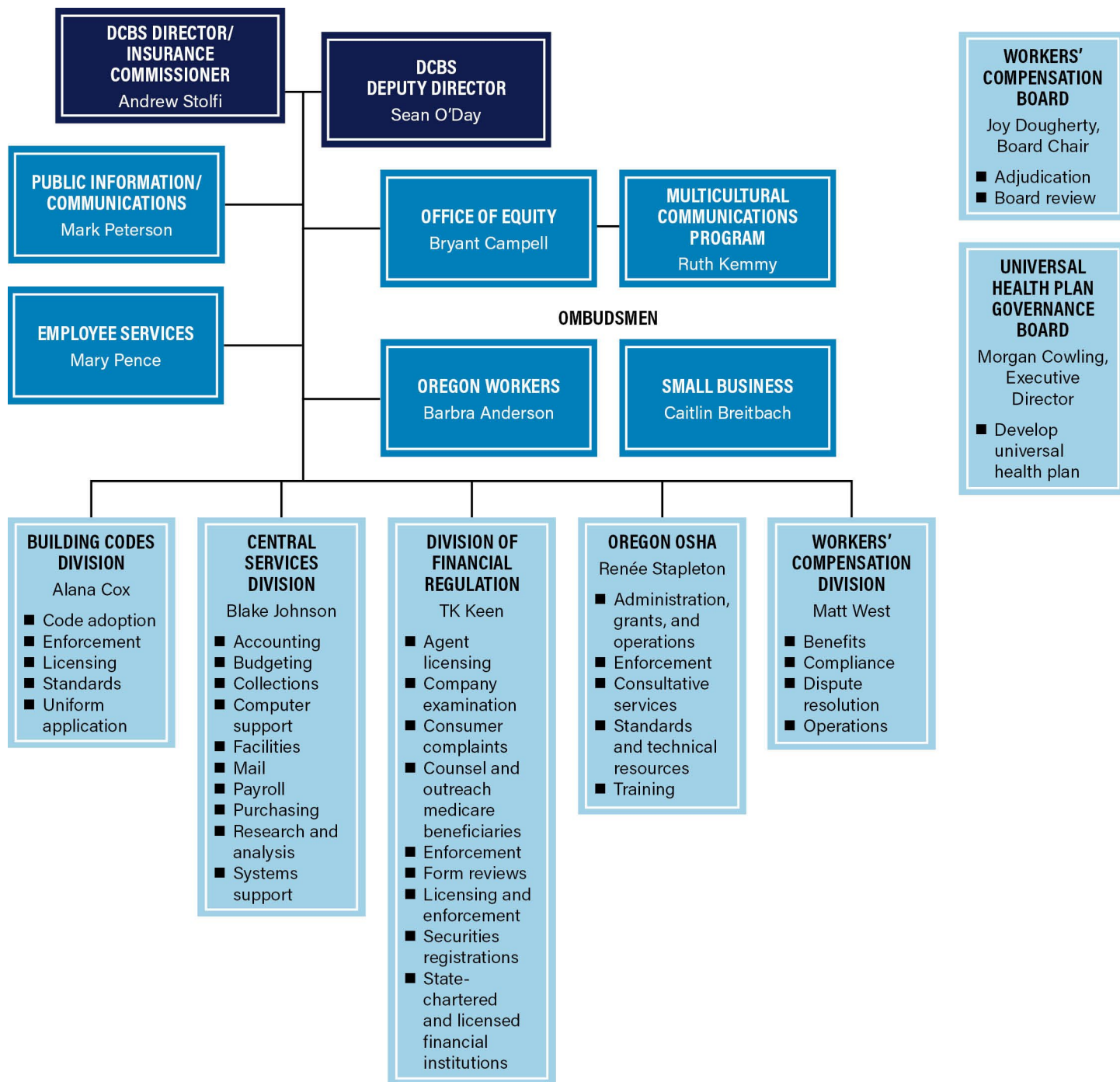
D. **Multicultural Communications Program**

Ruth Kemmy
Manager
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-871-8830

E. **Lead for business equity: COBID/Buy Oregon**

Miriha Aglietti
Operations Manager/Designated Procurement
Officer
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-947-7513

Organizational chart by division



Roles for implementation of affirmative action plan

Director/Executive Team

Responsibility and accountability

Ensure compliance with the agency's affirmative action plan and promote equal employment opportunity for all employees and applicants; effectively communicate on a regular basis.

Accountability:

- Employee Services, the agency's human resources office, in partnership with the Office of Equity, will be providing agency leadership with quarterly demographic data and discussing agency recruitment data and hiring outcomes by division. Agency leadership will share specific division data within their division leadership and work with the Office of Equity and Employee Services to develop plans and resources to address potential inequities and barriers within their interview and selection processes.

Share [ORS 659A.012](#) (state agencies to carry out policy against discrimination in employment) and other relevant federal, state, and DCBS policies to subordinates.

Accountability:

- Employee Services, in partnership with the Office of Equity, provides an additional higher level of training and awareness to the agency leadership, highlighting the higher standard for management in compliance with statewide policies regarding discrimination in employment as well as a discrimination-and harassment-free workplace.

Provide project opportunities to make contract awards to Certification Office for Business Inclusion and Diversity (COBID) firms. Promote notifying DCBS contractors and subcontractors of the agency's affirmative action responsibilities.

Accountability:

- DAS Office of Procurement Equity has presented the state's new procurement study, quantitative and qualitative dashboards, and heightened leadership awareness of the agencies potential disparate impact in contracting.

Collaborate with Employee Services staff members on attending and presenting at onboarding, as requested.

Accountability:

- The agency's director provides all new employees with the agency vision, mission and goals as an onboarding presentation rite start presentations. New employees exercise an evaluation post session giving feedback which allows the agency to review the presentation effectiveness.

Encourage subordinates, administrators, managers, and employees to participate in and support diversity, equity, and inclusion education and celebrations, such as crucial conversations, multicultural education, and celebration events that the agency promotes and participates in.

Accountability:

- The agency offers opportunities for staff members to participate in cultural and heritage celebrations and educational events throughout the year. The agency's director participates in these activities and provides opening remarks that reaffirm the importance of the activities and demonstrates leadership by example.

Assess the performance of administrators in the effectiveness of their efforts to promote a welcoming and respectful workplace and help achieve affirmative action plan goals and objectives by completing annual performance appraisal in Workday.

Accountability:

- Quarterly performance accountability and feedback (PAF) discussions are a part of each manager's reviews throughout the year. During these PAF discussions, managers engage with leadership regarding how their division/team is performing related to building an organizational culture that is welcoming and respectful. Managers actively participate in creative ways to assure the agency is performing at a high level. Some of the activities used to build a welcoming environment include team meetings with the Office of Equity, potlucks and barbecues, and division-specific trainings.

Managers/supervisors

Responsibilities

Foster and promote to subordinate employees the importance of a diverse, respectful, and discrimination-free and harassment-free workplace.

Accountability:

- Managers assure them that every employee is provided with time to take the DAS required training each year. Managers are responsible for following up with staff during their quarterly PAF discussions to ensure compliance and to provide a space for clarification when needed.

Review of department employees engaging in any type of harassment; must follow the procedures outlined in [DAS 50.010.01](#), Discrimination and Harassment Free Workplace and contact Employee Services.

Accountability:

- Agency managers recognize their role in enforcing all policies, especially the Discrimination and Harassment Free Workplace policy. Managers have an assigned human resources analyst to support them in addressing any perceived or realized violations. Currently, Employee Service and the Office of Equity is in the process of developing additional resources to educate and support managers in their enforcement of this policy. The goal is to design and deliver this new training by second quarter 2025.

Collaborate and recommend strategies with Employee Services and the DEI manager to increase the percentage of people of color, people with disabilities, LGBTQ, women, and veterans who are invited for an interview. Uphold State of Oregon procedures and rules in filling vacancies, recruitment planning strategies, available resources, and promotion consideration.

Accountability:

- The agency has expanded this management responsibility into a 2025-2027 goal, requiring hiring managers to access their team/division demographics report as a step of the recruitment process. This new step in accountability will increase awareness and provide a platform for addressing potential inequities in hiring.

Strive to have ethnically diverse representation among interview panel members and have all panel members attend the diversity and inclusion training titled "Conducting an Effective and Inclusive Interview."

Accountability:

- Hiring managers must ensure ethnically diverse hiring panels through staff or community members and all must attend the virtual inclusion training.

Employees

Responsibilities

All employees are responsible for conducting themselves in accordance with the agency's equal opportunity and affirmative action policies and this plan.

Accountability:

- The Office of Equity will create a plan to present the DCBS Affirmative Action Plan to each division no later than the end of second quarter 2025. The plan will also be available on the agency intranet for staff to access.

Participate in the DEI Council as a member or volunteer in support of diversity, equity, and inclusion education and celebrations, such as the statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events the agency promotes.

Accountability:

- All staff members are encouraged and supported to internal- and community-based equity and cultural heritage engagements. Staff members are encouraged to work with their DEI Council representatives to ensure appropriate representation is achieved.

Create and promote a work environment free from any kind of hostility or unwelcome behavior. Exhibit an attitude of respect, courtesy, and cooperation toward all employees and the public.

Accountability:

- All DCBS employees are expected to engage with one another in a manner that exemplifies respect and courtesy. Through the Department of Administrative Services (DAS) and agency training, staff members acknowledge their awareness of, and adherence to, statewide policies regarding workplace harassment and discrimination in the workplace.

Recognize and respect the value of human differences among leadership, partners, customers, and other employees. Exhibit an attitude of respect, courtesy, and cooperation toward all employees and the public we serve.

Accountability:

- By the nature of our service as a consumer protection agency, all DCBS employees will treat one another and those we serve in accordance with policies and laws governing harassment and discrimination.

Report to an immediate supervisor any behavior or action against the agency and DAS policy outlined in [ORS 659A.012](#) (state agencies to carry out policy against discrimination in employment).

Accountability:

- Combating discrimination in employment is the responsibility of all DCBS employees, who are required to adhere to the law and report violations.

Director of Equity

Responsibilities

Team up with administrators and their subordinates and Employee Services to ensure everyone understands their responsibilities in promoting a respectful, diverse, and inclusive workforce environment and attaining the goals of the agency's affirmative action plan.

Accountability:

- DCBS director of the Office of Equity takes responsibility for the agency's affirmative action plan, including the tracking and reporting of all goals related to the plan.
- The director of the Office of Equity, in partnership with the agency's director and Employee Services, will execute the DCBS Affirmative Action Plan and ensure that the agency is following state and federal laws and regulations regarding affirmative action.

Engage employees in crucial conversations that are intended to create a safe space where diversity issues can be explored and discussed openly and respectfully. Through authentic personal exchanges, participants help to advance diversity and cultural competency within the agency.

Accountability:

- The director of the Office of Equity functions as a resource and provides leadership in executing diversity, equity, and inclusion with methods that are inclusive and sensitive to the needs and learning styles of agency employees.
- Share with leadership, management, and employees the importance of inclusive language and the timely accessibility of translated materials.

Collaborate with the Information Technology and Research Section to collect, analyze, and report Workday data to include the number of people of color, people with disabilities, veterans, and women who have applied, interviewed, hired, promoted, and exited the workplace; and recommend strategies to remove barriers to employment to increase the percentage of hires and promotions. Share this information with the director, executives, and all staff members.

Accountability:

- The director of the Office of Equity will produce monthly demographic reports and analyze them with Employee Services and in partnership, will deliver a monthly demographic presentation to the Director's Office and a quarterly presentation to the leadership team. General demographic data will be shared with all staff through the agency's intranet.

Attend onboarding sessions to share with new employees the agency's commitment to affirmative action, equal employment opportunities, and DEI to maintain an environment free of harassment and free of discrimination against any person because of age, race, color, ancestry, national origin, sex, sexual orientation, gender, perceived gender, gender identity, physical or mental disability, religion, creed, service in the uniformed services (as defined in state and federal law), veteran status, marital or family status, pregnancy, pregnancy-related conditions, genetic information, or political ideas.

Accountability:

- The director of the Office of Equity will ensure that the agency is kept current on state and federal laws and regulations regarding affirmative action. The Office of Equity will ensure that the agency maintains compliance and is performing all duties associated with these laws and regulations.

Continue to engage in building relationships with the different underserved and underrepresented communities.

Accountability:

- The Office of Equity will create a plan for external community engagement and use this plan to enhance current outreach efforts of the agency.
- The Office of Equity will participate in external community events to build agency presence and partnerships that enhance the agency's image and relationships, with a primary focus on historically underrepresented and underserved populations.


Overall agency accountability

The agency director is accountable to the governor for the implementation of the affirmative action plan. As the director is accountable to the governor, the administrators, managers, director of the Office of Equity, and employees are accountable for carrying out this plan at each corresponding level. Everyone is expected to commit to the plan's success. The above personnel is responsible for informing on the agency's progress and reporting potential concerns within the organization through regular reports.

The agency is accountable to provide assessments of roles to enhance the transparency of DCBS and the responsibility of employees to fully understand the laws and policies about civil rights, affirmative action, equal employment opportunity, and diversity, equity, and inclusion. The agency will evaluate its efforts monthly, quarterly, and annually in promoting equal opportunity and achieving affirmative action objectives. In addition, the agency expects all employees to perform their job duties in a manner that promotes inclusivity, equality, belonging, and respect.

Affirmative Action – Policy PER-27

PER-27

Department of Consumer and Business Services	
Affirmative Action - Policy PER-27	
Division: Director's Office, Employee Services	Effective Date: 2/1/2013
Owner: HR Director, Employee Services	
Approved by: Mary Moller  08/10/2022	Review Date: 08/10/2024

Applies to:

This policy applies to all of the Department of Consumer and Business Services (DCBS) divisions and the Workers' Compensation Board.

Purpose:

It is the policy of the department to provide equitable access to services and equal employment opportunities.

Policy:

The agency's ability to achieve its mission depends on equitable processes to attract people. Every effort will be made to engage with communities for a broader applicant pool, and to make all employment decisions based on a person's relevant education, training and experience, and suitability relative to a position, without regard to race, ethnicity, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socio-economic status, veteran status, and immigration status. In addition to active recruiting efforts, DCBS recognizes the value of investing in employees as the best way to ensure the agency maintains a skilled and proficient workforce.

A welcoming work environment is an important part in maintaining a diverse workforce. DCBS is committed to a zero-tolerance of any form of discrimination or harassment and all employees are accountable for creating and promoting a work environment that is free from any kind of hostility or unwelcome behavior.

The department maintains a copy of the agency Affirmative Action Plan on the internal and external DCBS websites for employees to review. Agency leadership will participate and encourage all employees to participate in activities designed to promote affirmative action.

Agency employees will foster an atmosphere of inclusion, respect, and collaboration, which will reflect our commitment to represent our diverse community. Through this collaborative effort, the agency can achieve successfully its mission of protecting consumers and workers.

References:

[ORS 243.305-243.315](#)

[ORS 659A.012-659A.030](#)

[DAS OAR 105-040-001](#)

[EO 22-11](#) Relating to Affirmative Action, Equal Employment Opportunity and Diversity, Equity and Inclusion

[Title VII, Civil Rights Act of 1964](#)

[DCBS Affirmative Action Plan](#)

Diversity, Equity, and Inclusion Statement



350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405

503-947-7872

[oregon.gov/dCBS](https://www.oregon.gov/dCBS)

Diversity, Equity, and Inclusion Statement

The Department of Consumer and Business Services is committed to providing all people with equitable access to its programs and services and removing bias to support equal employment opportunities.

At DCBS, all employees, stakeholders, and the public will be treated with dignity and respect. The department fosters a welcoming atmosphere of inclusion, respect, and collaboration. We will not discriminate on the basis of race, color, ancestry, national origin, age, marital status, gender, gender identity, sexual orientation, political or religious affiliation, physical or mental disability, socio-economic status, and veteran or military status.

DCBS recognizes that employing a diverse workforce is crucial to serve the diverse population in Oregon. All employment decisions will be based on a person's relevant experience, education, training, and suitability relative to a position. They will not be based on race, color, ancestry, national origin, age, marital status, gender, gender identity, sexual orientation, political or religious affiliation, physical or mental disability, socio-economic status, or veteran or military status.

The department works to achieve and maintain diversity through community engagement, which includes the following:

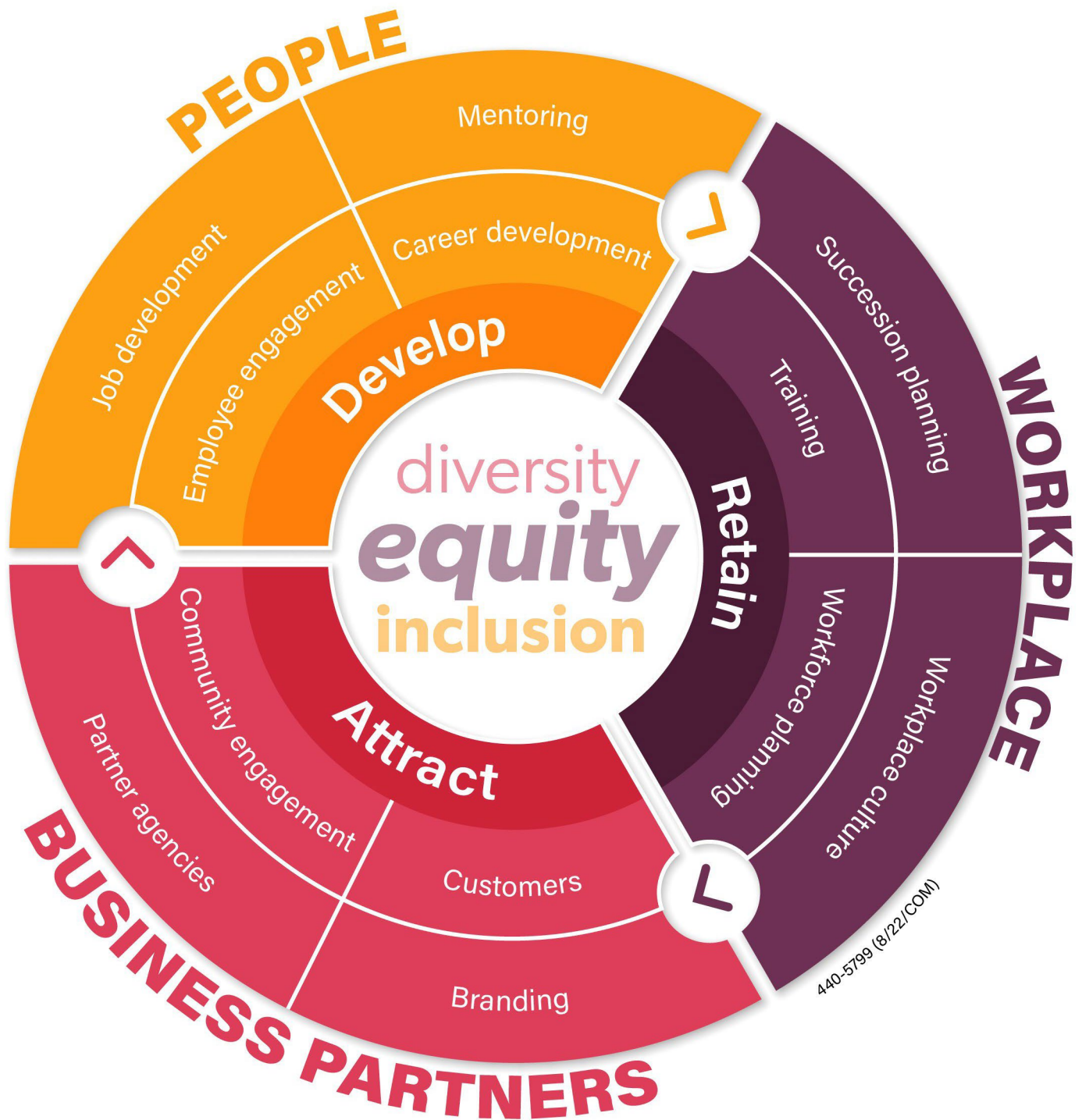
- Reaching out to the broadest possible labor market when recruiting for positions
- Enforcing a zero-tolerance policy against any form of discrimination or harassment
- Holding all managers and employees accountable for creating and promoting a welcoming work environment that is free from hostility or unwelcome behavior
- Maintaining a copy of the DCBS Affirmative Action Plan on its website, making it available for managers, employees, and the public to review
- Evaluating managers and supervisors on their effectiveness in promoting diversity and a welcoming environment for DCBS

Working together, the department's workforce at all levels creates an atmosphere of teamwork, respect, honesty, and cooperation that reflects our rich, multicultural society. Through this collaborative effort, we can effectively and efficiently achieve our mission of protecting consumers and workers.

Department of Consumer and Business Services
Diversity, Equity, and Inclusion Office
971-260-7678

For more information, go to <https://www.oregon.gov/dCBS/Pages/diversity.aspx>.

Who We Are



Current biennium affirmative action progress report:

2023-2025 affirmative action plan goals

At DCBS, it is integral to remember that diversity and inclusion in the workplace go beyond gender and race. By adding equity to diversity and inclusion in the workplace, it is the perfect combination to support equal employment opportunities for both employees and applicants on the basis of individual merit to be determined through equitable and practical methods of selection and promotion. It is the presence of employees and applicants who all bring unique identities that represent an intersection of ethnicities, race, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations, and much more. It is the purpose of the affirmative action goals to outline and implement measures to effectively maximize the use of the agency's available resources.

DCBS holds everyone accountable toward the progress of the plan and will review and report any available statistical data reflective of agency workforce representation.

Community engagement

Goal 1

The Oregon Legislature passed, and Gov. Kate Brown signed House Bill 2167 – the Racial Justice Council Codification bill. The bill directs state agencies to take racial equity considerations in their plans and actions to promote and practice social justice and fairness for underserved and underrepresented communities. The bill will be used to enhance the agency's engagement with a larger number of applicants while building collaborative relationships. See the agency Community Engagement Plan: https://www.oregon.gov/dcbs/Documents/community_engagement/DCBS-community-engagement-plan.pdf

The Department of Consumer and Business Services believes it is important to know a community's most urgent needs so it can be prioritized. The approach to community engagement includes two strategies:

1. Inform and empower: We inform underserved and underrepresented communities of their rights and opportunities, as well as empower them to tell us of their specific needs and challenges as workers, consumers, or business owners.
2. Consult and involve: We consult and involve community leaders, community partners, and others that are active influencers in their communities.

To support trusted partners in delivering financial education to consumers in underserved and underrepresented communities, we have developed a sponsorship program. The program will help empower consumers to make decisions about insurance and other financial services that are best for them and to help raise awareness of free services and resources offered by the agency's Division of Financial Regulation.

Goal progress: The Department of Consumer and Business Services initiated its sponsorship program in 2023 and focused on becoming a trusted partner in providing financial resources support to underserved and underrepresented communities. Recognizing that historically underserved communities often lack resources to pay for financial advice, it was important to provide these services free of charge. In partnership with already established and trusted community services providers, DCBS met its program development goal in directing participants to free services and resources through the Division of Financial Regulation's consumer advocacy and education team.

Five \$25,000 contracts were awarded to culturally specific community organizations throughout the state. **Bienestar** (Latinx/immigrants), **Bradley Angle** (victims of domestic violence/BIPOC), **Centro Cultural** (Latinx), **Nixyáawii Community Financial Services** (confederated tribes), and **Warm Springs Community Action Team** (confederated tribes).

The awardees conducted financial education using various methods of engagement within their communities, offering courses on financial and economic empowerment, renter's insurance, individual development accounts, and basic financial literacy.

Services were provided in rental assistance, matched savings, career development, and meeting basic needs of education such as expenses, transportation, utilities, debt reduction, furniture, and assistance with housing applications.

In response to an annual assessment, all contractors identified the program as a success, identifying increases in knowledge and increased confidence in their overall financial literacy. Not only is this program well received, but the Division of Financial Regulation was also cited as a trusted source.

This program is being assessed annually. As the program is in its second year, future funding will be based on the availability of funds and continued program effectiveness. Program details are at <https://dfr.oregon.gov/help/outreach-education>.

Workforce diversity

Goal 2

Making profound shifts in the makeup of its workforce is not something DCBS can force overnight. The agency will continue to spend the time to find qualified talent for the proper need of its divisions and to place people in the spaces where they can do the best for their own career development and the agency. We will conduct a diversity audit of current practices, find metrics that need to be improved, and encourage the use of the social and professional networks of its diverse employees to find new candidates.

Strategies and timelines for achieving DCBS goals

Workforce diversity

- Continue sending notices of employment opportunities to partners and members of communities of color and enhance engagement with current community organizations that are likely to refer women, people of color, veterans, and people with disabilities to our job postings. Use social media to engage with a wider range of possible applicants. Provide content and continue collaboration with communications support attracting members of communities of color.
- Partner strategically with members of the enterprise, and community partners who

have a strong presence in traditionally underrepresented communities, to address discrimination or increase diversity, equity, and inclusion competency.

- Assess the barriers to entry and what can be done to break them down, particularly in management positions. Encourage hiring managers to address any possible issues in the hiring process and continue using DCBS rapid response recruitment methodology to help speed up the hiring process.
- Continue to encourage all interview panels to be at least one-third diverse and all interview panel members to complete the online training “Conducting an Effective and Inclusive Interview.”
- Help job seekers requesting assistance to career services, including career exploration, informational interviews, application material review, mock interviews, and information about the state’s online application process (Workday).
- Boost collaboration among division representatives, DEI Council members, and the director of the Office of Equity by having them attend career fairs and community partner events throughout the state.
- Inspire all employees to read the DEI Weekly Wrap-up, a weekly email with current topics for possible conversations and a section called Manager’s Toolbox that provides resources and best practices for managers.
- Help divisions develop internship positions to support students on becoming qualified and job ready as part of succession and strategic planning.
- Review employee performance appraisal process and practice to ensure tools and procedures are equitable and bias-free toward women, LGBTQ, people of color, veterans, and people with disabilities.
- Continue to collaborate and help veterans services organizations, as well as Oregon Vocational Rehabilitation and others providing services to people with disabilities

Goal progress: The agency is ever evolving in its pursuit of workforce diversity. Making profound shifts in the makeup of DCBS’ workforce cannot happen overnight. We continue to grow our methodology regarding diversity, recognizing that diversity is more than race and gender, but is inclusive of diversity in thinking, personal and professional experience, spectrum of differently abled, sexual orientation, lifestyle, and life experience. The agency will continue to invest time and resources in identifying qualified talent that meets the specific needs of its divisions and placing individuals where they can contribute most effectively to their own career development and the agency’s goals. The agency also values transferable skills and is committed to using each employee’s full spectrum of skills to enhance the professional experience at DCBS. With the implementation of Workday, we now have the ability to create and pull specific data related to the diversity of our workforce, and with our new Office of Equity, the agency will begin to pull monthly data on the demographics of the agency and drill down to the division and individual team levels. We will conduct a diversity audit of current practices, identify metrics for improvement, and promote the use of social and professional networks among diverse employees to discover new candidates.

Workplace inclusion

Goal 3

As all agencies refine their approaches to diversity, equity, and inclusion for the current workplace environment, at DCBS, it is integral to remember that the diversity of its workplace goes beyond gender and race. This is the result of equitable practices. It is the presence of

employees who bring unique identities that represent an intersection of ethnicities, race, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations, and much more. Because of this, we are looking at what voices are or are not being consistently heard – and which voices are or are not being heard at all.

- Recognizing the current diversity of the agency and continue to invite employees representing underserved and underrepresented communities to engage in conversations on opportunities for agency support, provide recommendations on allocation of resources and effective understanding, and collaborate with diverse employees, customers, and communities.
- Support the continuation of crucial conversation sessions in which current topics, issues affecting underserved communities, and agency challenges are discussed in a safe environment. At these sessions, employees have an opportunity to interact, ask questions, brainstorm solutions, share best practices, and submit recommendations to agency leadership.
- Use the DEI Council to develop new ideas and identify best practices that will help us accurately reflect the cultures, values, and diversity of the state to increase the number of people of color, veterans, women, and people with disabilities working at DCBS.
- Continue to collaborate with the Multicultural Communications Program manager for equitable cultural and linguistic services and resources.
- Provide training opportunities in the next biennium to all Executive Team members, managers/supervisors, and staff members on principles of racial equity, community engagement, cultural competency, unconscious bias, and allyship.
- Collect and analyze data from Workday about hires, promotions, and separations with guidance from the Governor's Office and DAS Office of Cultural Change.
- Collect and report data of those attending DEI events.
- Continue participation of agency director, Family and Medical Leave Act/Oregon Family Leave Act coordinator, and the director of the Office of Equity during onboarding to share the agency's commitment to diversity, equity, and inclusion, and to provide resources.
- Focus on retaining employees and creating an environment that is inclusive, accepting, and respectful of differences, including gender, ethnic, cultural, generational, sexual orientation, and life experience by collaborating with the organizational culture and employee engagement director and Employee Services, and continuing to measure and monitor workplace diversity.
- The DEI Council will continue to collaborate with the Office of Equity to advise and promote achieving the agency's DEI initiatives, business needs, and effective culture change through sponsoring crucial conversations among all employees.
- Encourage the attendance by division representatives, Employee Services staff members, and the director of the Office of Equity at career fairs and events hosted by underrepresented communities throughout the state.
- Provide periodic guidance and training in compliance with state and federal law on diversity, equity, and inclusion; affirmative action and equal employment opportunity; preventing discrimination and harassment; and cultural diversity.
- All employees are responsible for their actions, behaviors, performance, and decisions, and Employee Services will take appropriate action when employees behave inappropriately toward other employees, customers, visitors, or community partners.
- Help divisions develop a successful internship program by 2025. This will help students become more qualified and be job ready. Also, this can benefit the agency's succession planning.

Goal progress: The agency has reorganized its senior DEI role within the organization, transitioning from a traditional DEI Management leadership model to the Office of Equity with an equity director leading the office, staffed by a program assistant and a Multicultural Communications manager and tribal liaison. This newly designed office will take the lead on operationalizing workplace inclusion. The Office of Equity will develop metrics for measurement and tools to combat disparate effects, and will support the agency's DEI and Strategic Plans.

With the assistance of our employee engagement survey, the agency is developing a renewed understanding of workplace inclusion and its relationship to overall workplace culture. The agency added a specific "inclusion" question to its Gallup survey in 2023 and scored a 4.31 out of 5.0 placing DCBS in the 43rd percentile of organizations asking the question, "At work I am treated with respect." This was the first Gallup survey, which means the agency has no established baseline. The inclusion question will continue to be a part of the agency's annual survey. The director of the Office of Equity will be partnering with the agency's organizational culture and employee engagement director in leading discussions with the agency's leadership and creating an action plan to continue to monitor and create steps for improvement.

The agency is continuing its commitment to holding all-staff Crucial Conversation events highlighting heritage months and to celebrate the cultural diversity of DCBS staff members and the communities we serve. Crucial Conversation events have remained flat in attendance, averaging 20 to 30 staff members; however, with the reorganization of the agency's DEI Council in 2025, we expect to see an increase in attendance.

2. How are you aligning your Affirmative Action Plan with your DEI Plan and Strategic Plan?

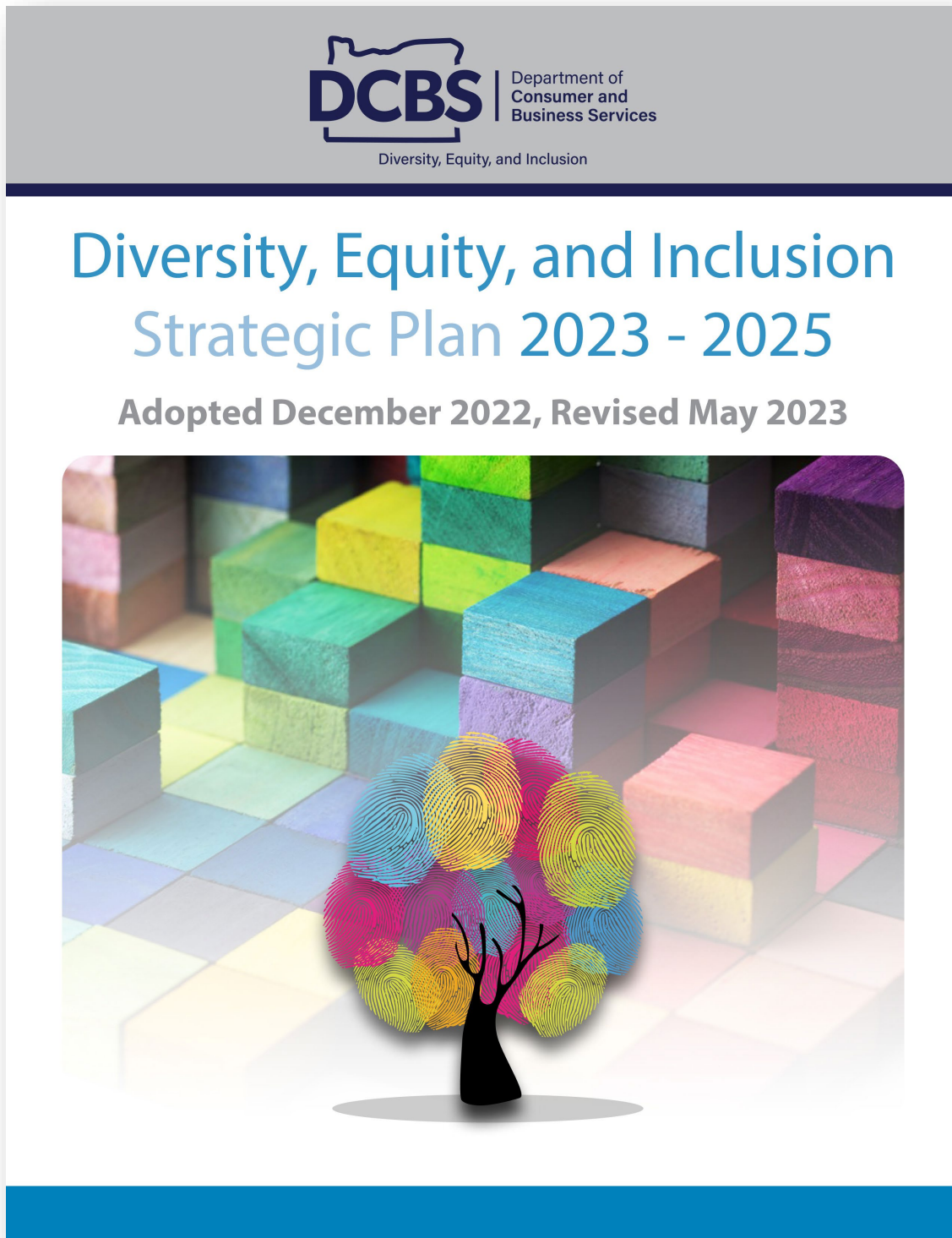
DCBS is taking a comprehensive approach in aligning the DCBS' Affirmative Action Plan, DEI Plan, and Strategic Plan, beginning with the intentionality in which each of them was created. The agency's Strategic Plan is the foundational document leading the mission and creating the strategic vision for the agency. The mission, vision, and values of the DEI Plan and Affirmative Action Plan roll into and support the agency's Strategic Plan by reaffirming the goals and objectives of the Strategic Plan. Each plan serves a distinct purpose, but all are dependent on one another to realize maximum and achieved success. The DEI Plan and Affirmative Action Plan are distinct solely due to their purpose in addressing the functional needs of their individual environments. The mission, vision, and values identified in the Strategic Plan are not necessarily echoed in the other plans; however, they are enhanced and amplified by sharing goals and having strategies that complement one another and assist in achieving goals bilaterally. Each of the agency's plans is championed by the Director's Office, assuring accountability from the highest level of the agency. As a regulatory agency, it is vital that each plan demonstrates DCBS' commitment to consumer protection through methods that demonstrate respect, integrity, service, and excellence. Each plan is executed with transparency, technical expertise, responsiveness, accessibility, and innovation. Each of the agency's plans has a clear call out to diversity, equity, and inclusion with goals and objectives that support one another and empower its staff members, customers, partners, and the communities it serves. Due to the nature of DCBS' business, its plans emphasize a commitment to communication and customer service.

The DCBS Affirmative Action Plan has shared goals and outcomes with DCBS' Strategic Plan. We recognize throughout each of our plans that Affirmative Action and Workforce Diversity are outcomes. Our plans build on the fact that an inclusive environment partnered with equity driven values creates an organization that will organically produce diversity, attracting racial and ethnic diversity, gender diversity, generational diversity, physical and mental diversity, diverse experiences, and – most importantly – diversity of thought. We are committed to simultaneously tracking each plan's outcomes and creating shared metrics that will help in identifying opportunities for improvement and highlight our shared successes.

[DCBS Strategic Plan 2024-2027](#)



[Diversity, Equity, and Inclusion Strategic Plan 2023-2025](#)



3. Leadership Evaluation Report: ORS 659A.012 requires agencies to carry out a policy against discrimination in employment and requires an evaluation of all management personnel and their effectiveness in achieving affirmative action objectives as a key consideration of their performance. Document how your agency has complied with this requirement to evaluate all management personnel.

All DCBS management service employees are held to the highest standards for identifying, preventing, reporting and mitigating discrimination in employment.

Review of department employees engaging in any type of harassment; must follow the procedures outlined in [DAS 50.010.01](#), Discrimination and Harassment Free Workplace and contact Employee Services.

Evaluation:

All management staff are required to attend and review a mid-year training presented by Employee Services and the Office of Equity reviewing all DAS requirements for managers and their responsibilities related to identifying, reporting and enforcing discrimination and harassment free workplace procedures. An emphasis is placed on management higher standards and defining the actions associated with this standard.

Collaborate and recommend strategies with Employee Services and the director of the Office of Equity to increase the percentage of people of color, people with disabilities, LGBTQ, women, and veterans who are invited for an interview.

Evaluation:

Creating an environment of diversity starts with the basic knowledge of what diversity looks like within the agency, its divisions, and every individual team. Hiring managers will be required to request a Workday report on the demographics of their teams as a step in the recruitment process. Managers will be required to engage in a DEI discussion with their recruitment analyst regarding effective recruitment strategies that enhance the agency's diversity efforts.

Attend and encourage division administrators, managers, and employees to participate in and support diversity, equity, and inclusion learning events and celebrations, such as the agency's DEI Council-sponsored Crucial Conversation discussions and the multicultural education and heritage celebration events the agency promotes.

Evaluation:

As a demonstration of commitment to the agency's DEI Plan, all agency managers need to regularly attend and support the activities of the DEI Council. As a part of managers quarterly Performance and Accountability Feedback discussions, DEI Council support will become a standard review area.

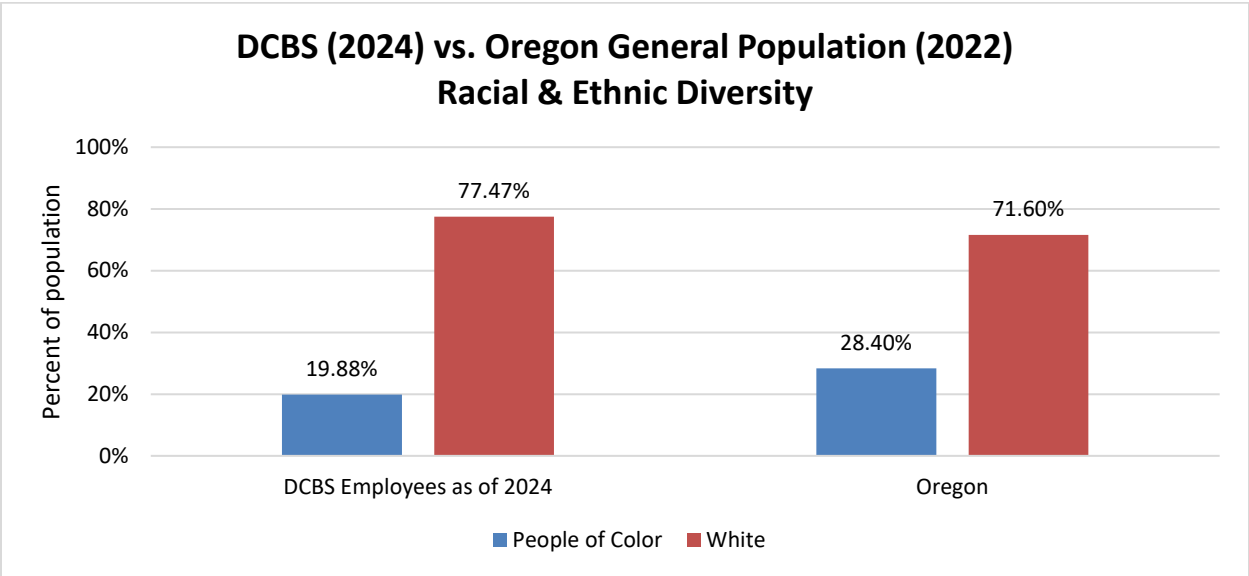
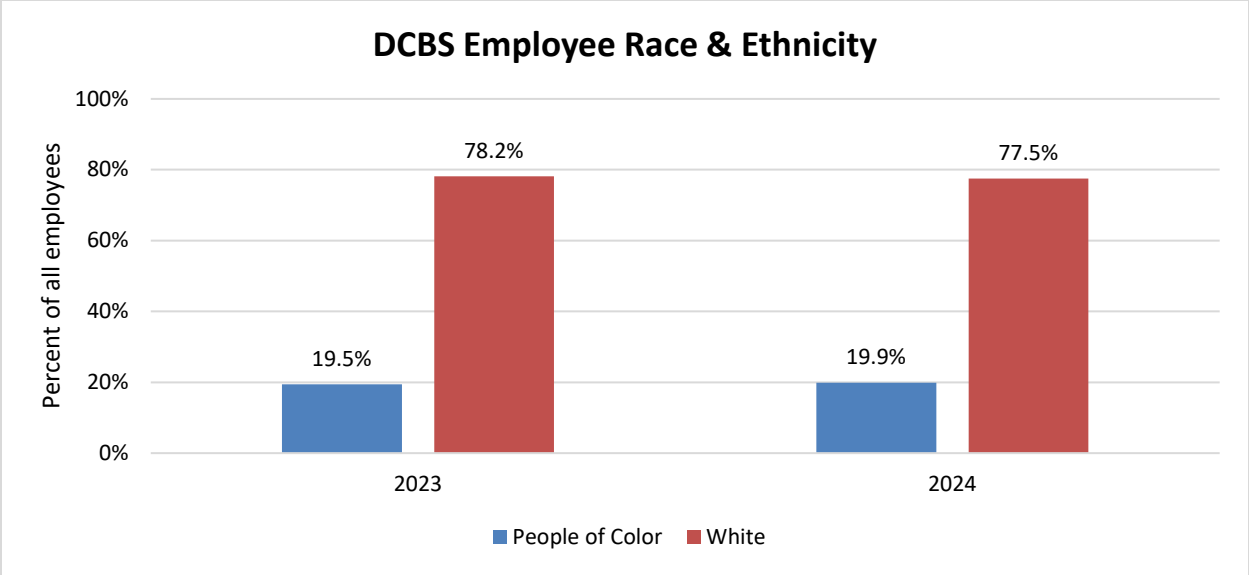
DCBS workforce demographics

Race and Ethnicity:**July 1, 2022 - June 30, 2023:**

Race & Ethnicity	Percent	Number
American Indian or Alaska Native (United States of America)	1%	15
Asian (United States of America)	4%	41
Black or African American (United States of America)	1%	14
Hispanic or Latino (United States of America)	9%	91
I do not wish to answer. (United States of America)	2%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0%	5
Two or More Races (United States of America)	3%	33
White (United States of America)	78%	799
Total	100%	1,022

July 1, 2023 - June 30, 2024:

Race & Ethnicity	Percent	Number
American Indian or Alaska Native (United States of America)	1.9%	19
Asian (United States of America)	3.7%	38
Black or African American (United States of America)	1.6%	16
Hispanic or Latino (United States of America)	8.9%	91
I do not wish to answer. (United States of America)	2.8%	29
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	5
Two or More Races (United States of America)	3.3%	34
White (United States of America)	77.5%	791
Total	100.0%	1,021

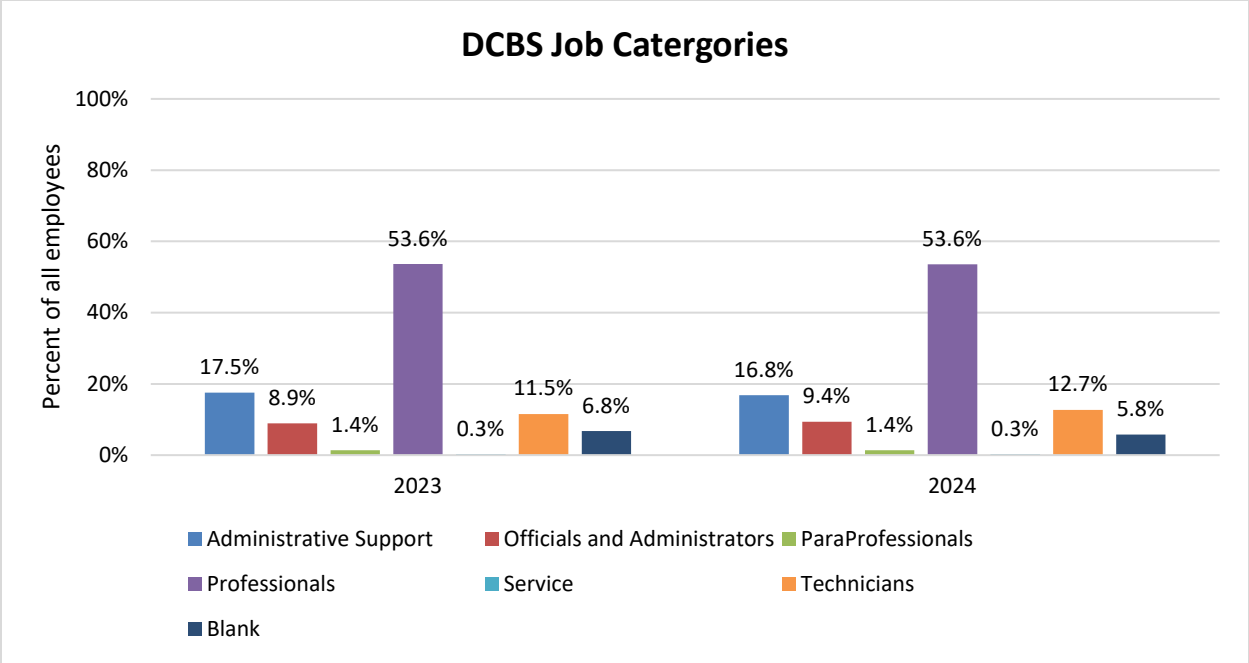


Job Category:**July 1, 2022 - June 30, 2023:**

Administrative Support (Including Clerical Sales)	Percent	17.5%
	Number	179
Officials and Administrators	Percent	8.9%
	Number	91
Paraprofessionals	Percent	1.4%
	Number	14
Professionals	Percent	53.6%
	Number	548
Service	Percent	0.3%
	Number	3
Technicians	Percent	11.5%
	Number	118
Not Available	Percent	6.8%
	Number	69
Total	Percent	100.0%
	Number	1,022

July 1, 2023 - June 30, 2024:

Administrative Support (Including Clerical Sales)	Percent	16.8%
	Number	172
Officials and Administrators	Percent	9.4%
	Number	96
Paraprofessionals	Percent	1.4%
	Number	14
Professionals	Percent	53.6%
	Number	547
Service	Percent	0.3%
	Number	3
Technicians	Percent	12.7%
	Number	130
Blank	Percent	5.8%
	Number	59
Total	Percent	100.0%
	Number	1,021



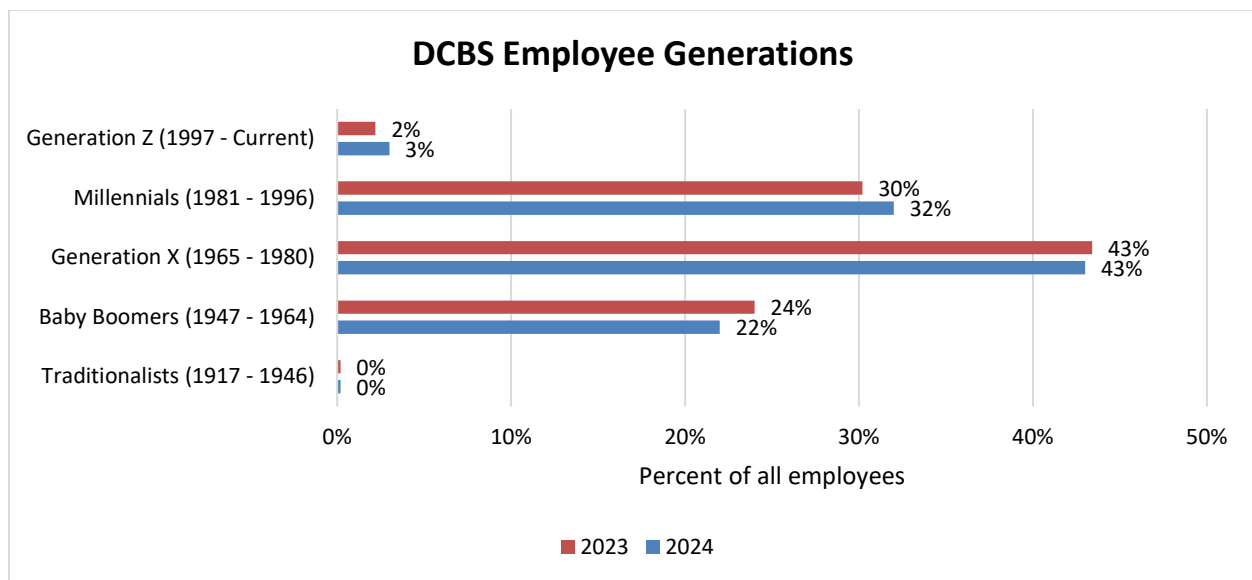
Generations:

July 1, 2022 - June 30, 2023:

	Number of Employees	Percent of Employees
Traditionalists (1917-1946)	2	0%
Baby Boomers (1947-1964)	245	24%
Generation X (1965-1980)	444	43%
Millennials (1981-1996)	309	30%
Generation Z (1997-current)	22	2%
Total	1,022	100%

July 1, 2023 - June 30, 2024:

	Number of Employees	Percent of Employees
Traditionalists (1917-1946)	2	0%
Baby Boomers (1947-1964)	221	22%
Generation X (1965-1980)	440	43%
Millennials (1981-1996)	329	32%
Generation Z (1997-current)	31	3%
Total	1,021	100%



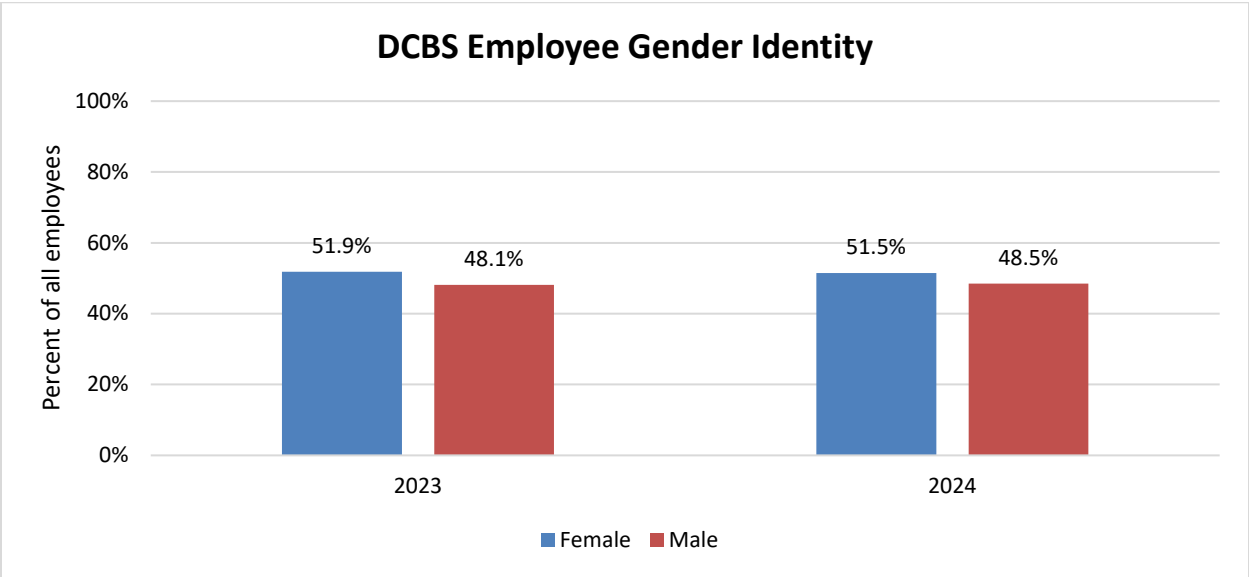
Gender Identity:**July 1, 2022 - June 30, 2023:**

Race/Ethnicity	Female		Male		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.3%	7	1.6%	8	1.5%	15
Asian (United States of America)	4.3%	23	3.7%	18	4.0%	41
Black or African American (United States of America)	1.3%	7	1.4%	7	1.4%	14
Hispanic or Latino (United States of America)	10.2%	54	7.5%	37	8.9%	91
I do not wish to answer. (United States of America)	1.5%	8	3.5%	17	2.4%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0.9%	5	0.0%	0	0.5%	5
Two or More Races (United States of America)	4.0%	21	2.4%	12	3.2%	33
White (United States of America)	76.6%	406	79.9%	393	78.2%	799
Total	100.0 %	530	100.0 %	492	100.0 %	1,022

July 1, 2023 - June 30, 2024:

Race/Ethnicity	Female		Male		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.7%	9	2.0%	10	1.9%	19
Asian (United States of America)	4.6%	24	2.8%	14	3.7%	38
Black or African American (United States of America)	1.5%	8	1.6%	8	1.6%	16
Hispanic or Latino (United States of America)	10.6%	56	7.1%	35	8.9%	91
I do not wish to answer. (United States of America)	1.9%	10	3.8%	19	2.8%	29
Native Hawaiian or Other Pacific Islander (United States of America)	1.0%	5	0.0%	0	0.5%	5
Two or More Races (United States of America)	4.2%	22	2.4%	12	3.3%	34

White (United States of America)	74.7%	393	80.4%	398	77.5%	791
Total	100.0 %	526	100.0 %	495	100.0 %	1,021



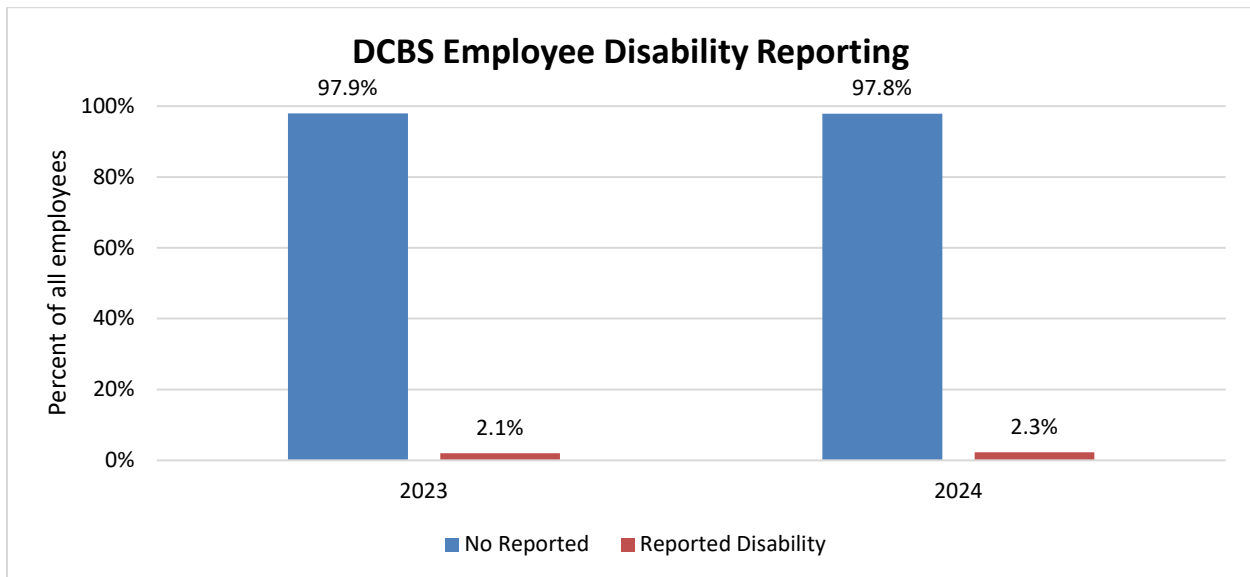
Reported Disability Status:

July 1, 2022 - June 30, 2023:

No Reported Disability		Reported Disability		Total
Percent	Number	Percent	Number	Number
97.9%	1,001	2.1%	21	1,022

July 1, 2023 - June 30, 2024:

No Reported Disability		Reported Disability		Total
Percent	Number	Percent	Number	Number
97.8%	999	2.3%	23	1,021

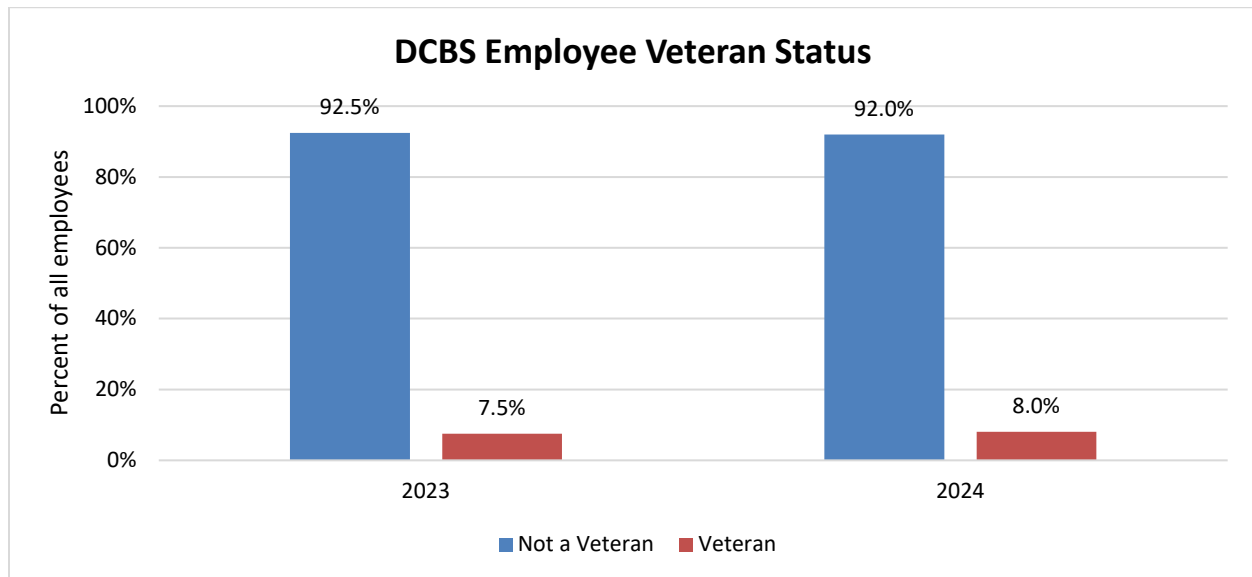


Veteran Status:**July 1, 2022 - June 30, 2023:**

Not a Veteran		Veteran		Total
Percent	Number	Percent	Number	Number
92.5%	945	7.5%	77	1,022

July 1, 2023 - June 30, 2024:

Not a Veteran		Veteran		Total
Percent	Number	Percent	Number	Number
92.0%	939	8.0%	82	1,021



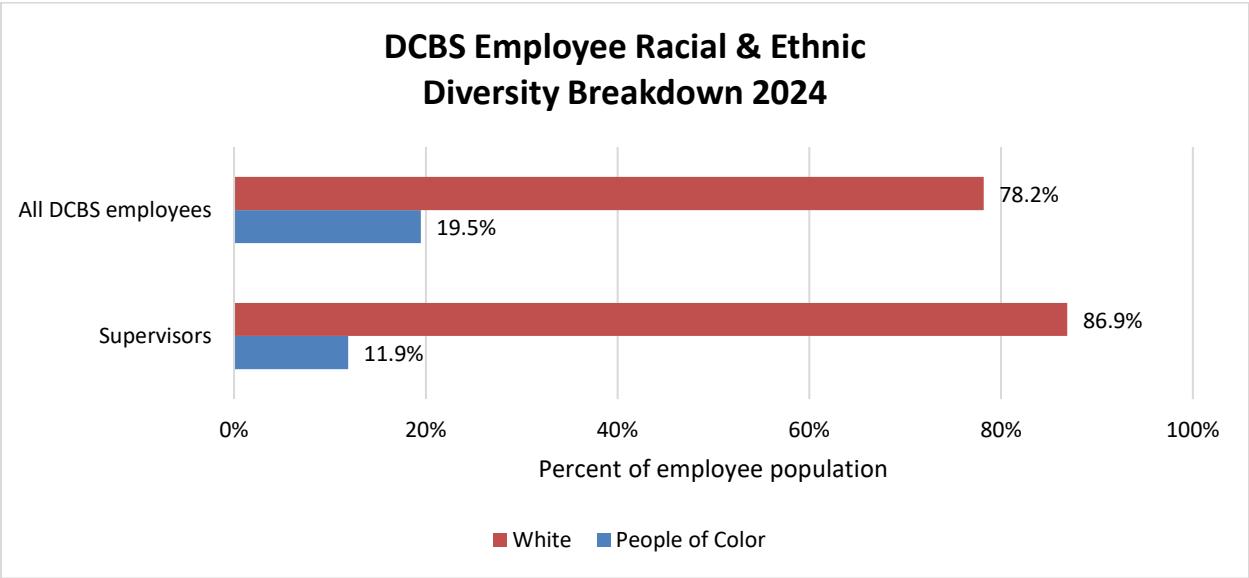
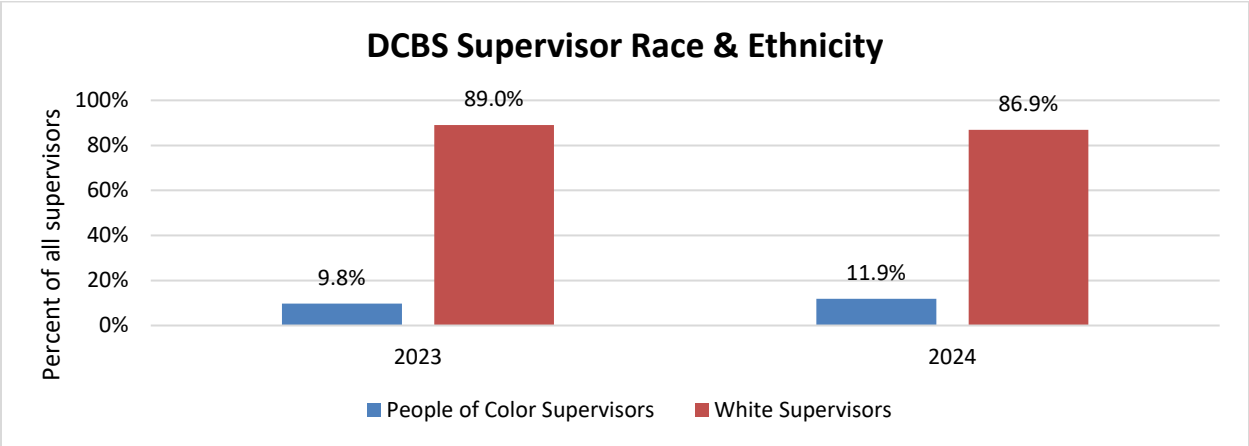
Supervisor Positions:**July 1, 2022 - June 30, 2023:**

	Not a Supervisor		Supervisor		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.6%	15	0.0%	0	1.5%	15
Asian (United States of America)	4.1%	39	2.4%	2	4.0%	41
Black or African American (United States of America)	1.4%	13	1.2%	1	1.4%	14
Hispanic or Latino (United States of America)	9.2%	87	4.9%	4	8.9%	91
I do not wish to answer. (United States of America)	2.5%	24	1.2%	1	2.4%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	5	0.0%	0	0.5%	5
Two or More Races (United States of America)	3.4%	32	1.2%	1	3.2%	33
White (United States of America)	77.4%	735	89.0%	73	78.2%	799
Total	100.0%	949	100.0%	82	100.0%	1,022

July 1, 2023 - June 30, 2024:

	Not a Supervisor		Supervisor		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	2.0%	19	0.0%	0	1.9%	19
Asian (United States of America)	3.8%	36	3.6%	3	3.7%	38
Black or African American (United States of America)	1.5%	14	2.4%	2	1.6%	16
Hispanic or Latino (United States of America)	9.3%	88	6.0%	5	8.9%	91
I do not wish to answer. (United States of America)	2.9%	28	1.2%	1	2.8%	29
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	5	0.0%	0	0.5%	5
Two or More Races (United States of America)	3.6%	34	0.0%	0	3.3%	34

White (United States of America)	76.6%	728	86.9%	73	77.5%	791
Total	100.0%	950	100.0%	84	100.0%	1,021



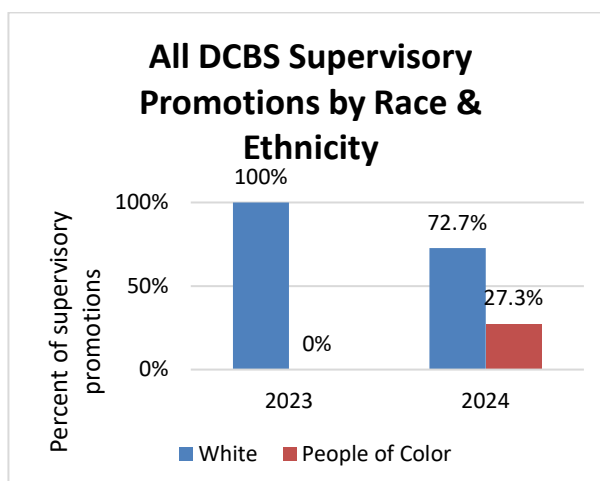
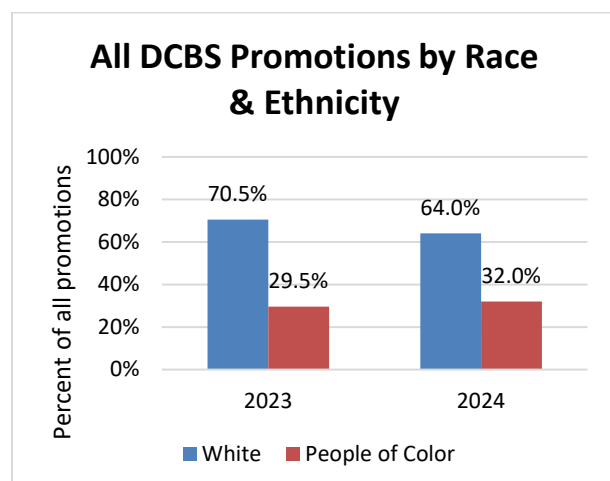
Promotions by Race and Ethnicity:

July 1, 2022 - June 30, 2023:

Race/Ethnicity	Non-supervisory Promotions	Supervisory Promotions	Total Promotions	Percent of all Promotions	Percent of all Supervisory Promotions
American Indian or Alaska Native (United States of America)	2	0	2	2.3%	0%
Asian (United States of America)	7	0	7	8.0%	0%
Black or African American (United States of America)	3	0	3	3.4%	0%
Hispanic or Latino (United States of America)	11	0	11	12.5%	0%
Native Hawaiian or Other Pacific Islander	1	0	1	1.1%	0%
I do not wish to answer. (United States of America)	0	0	0	0.0%	0%
Two or More Races (United States of America)	2	0	2	2.3%	0%
White (United States of America)	56	6	62	70.5%	100%
Total	82	6	88	100%	100%

July 1, 2023 - June 30, 2024:

Race/Ethnicity	Non-supervisory Promotions	Supervisory Promotions	Total Promotions	Percent of all Promotions	Percent of all Supervisory Promotions
American Indian or Alaska Native (United States of America)	2	0	2	4.0%	0.0%
Asian (United States of America)	1	1	2	4.0%	9.1%
Black or African American (United States of America)	2	0	2	4.0%	0.0%
Hispanic or Latino (United States of America)	6	2	8	16.0%	18.2%
Native Hawaiian or Other Pacific Islander	2	0	1	2.0%	0.0%
I do not wish to answer. (United States of America)	1	1	2	4.0%	9.1%
Two or More Races (United States of America)	1	0	1	2.0%	0.0%
White (United States of America)	24	8	32	64.0%	72.7%
Total	39	11	50	100.0%	100.0%



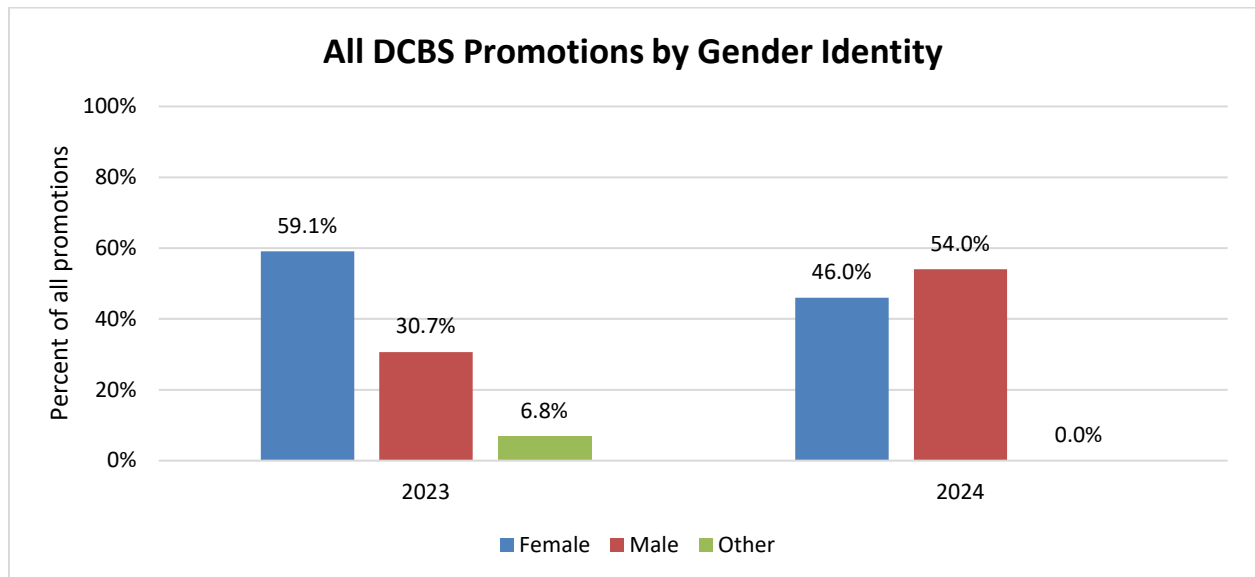
Promotions by Gender Identity:

July 1, 2022 - June 30, 2023:

Female		Male		Other		Total
Percent	Number	Percent	Number	Percent	Number	Number
59.1%	52	30.7%	27	6.8%	6	88

July 1, 2023 - June 30, 2024:

Female		Male		Other		Total
Percent	Number	Percent	Number	Percent	Number	Number
46.0%	23	54.0%	27	0%	0	50

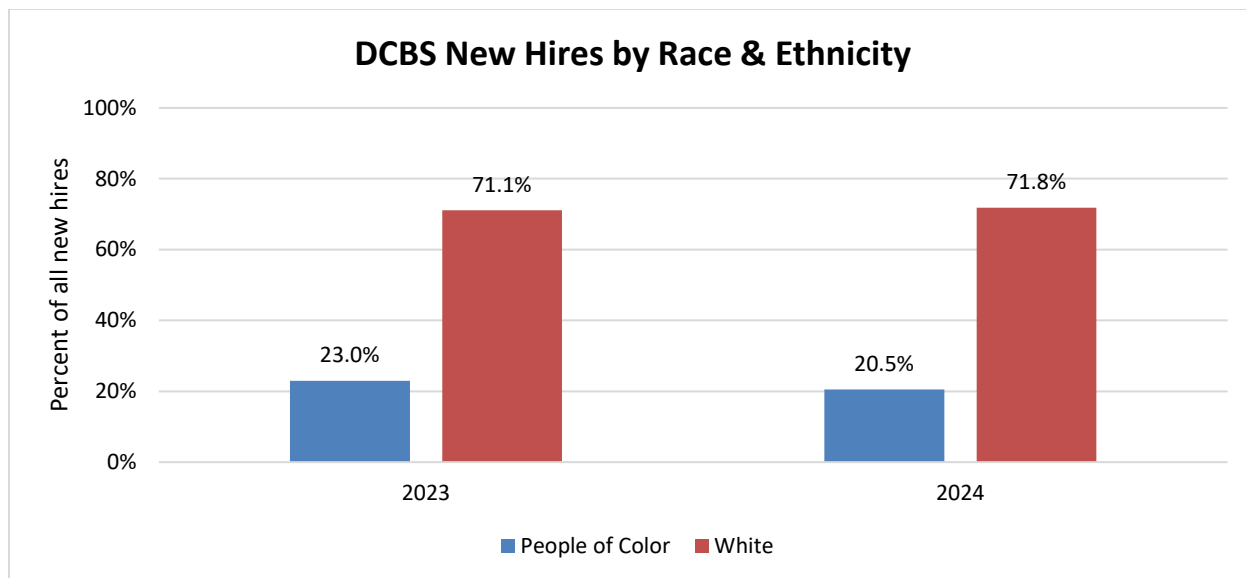


New Hires:***Race and Ethnicity*****July 1, 2022 - June 30, 2023:**

Race/Ethnicity	Percent	Number
American Indian or Alaska Native (United States of America)	3.0%	4
Asian (United States of America)	3.7%	5
Black or African American (United States of America)	2.2%	3
Hispanic or Latino (United States of America)	11.1%	15
I do not wish to answer. (United States of America)	5.9%	8
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0
Two or More Races (United States of America)	3.0%	4
White (United States of America)	71.1%	96
Total	100.0%	135

July 1, 2023 - June 30, 2024:

Race/Ethnicity	Percent	Number
American Indian or Alaska Native (United States of America)	2.6%	3
Asian (United States of America)	4.3%	5
Black or African American (United States of America)	0.9%	1
Hispanic or Latino (United States of America)	10.3%	12
I do not wish to answer. (United States of America)	7.7%	9
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0
Two or More Races (United States of America)	2.6%	3
White (United States of America)	71.8%	84
Total	100.0%	117



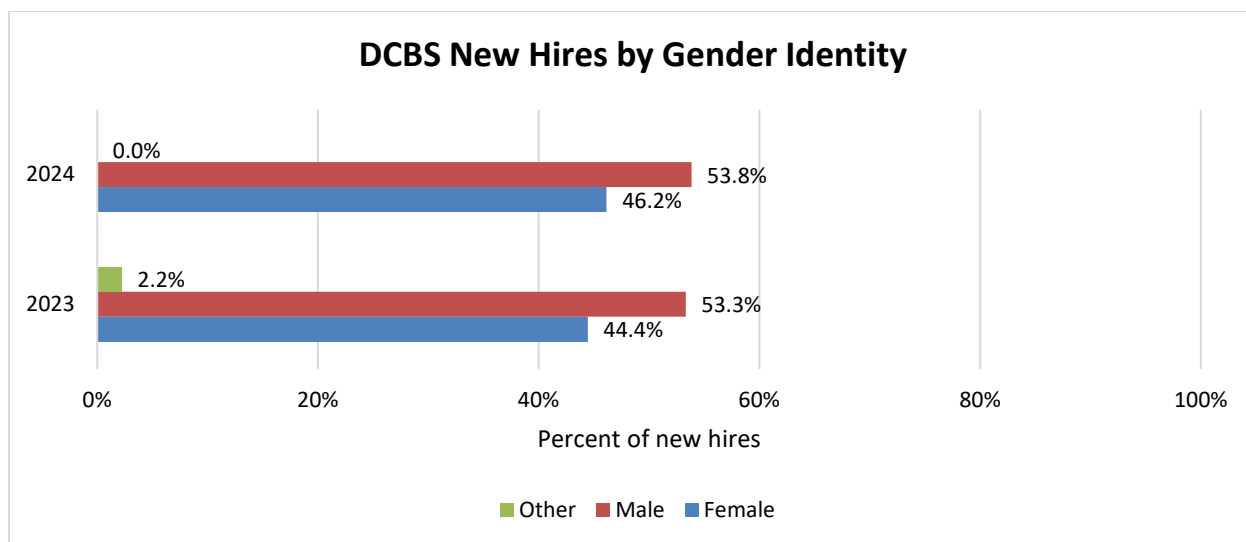
Gender Identity

July 1, 2022 - June 30, 2023:

Female		Male		Other		Total
Percent	Number	Percent	Number	Percent	Number	Number
44.4%	60	53.3%	72	2.2%	3	135

July 1, 2023 - June 30, 2024:

Female		Male		Other		Total
Percent	Number	Percent	Number	Percent	Number	Number
46.2%	54	53.8%	63	0.0%	0	117



Reported Disability Status

July 1, 2022 - June 30, 2023:

No Disability Reported		Disability Reported		Total
Percent	Number	Percent	Number	Number
100.0%	135	0.0%	0	135

July 1, 2023 - June 30, 2024:

No Disability Reported		Disability Reported		Total
Percent	Number	Percent	Number	Number
99.1%	116	0.9%	1	117

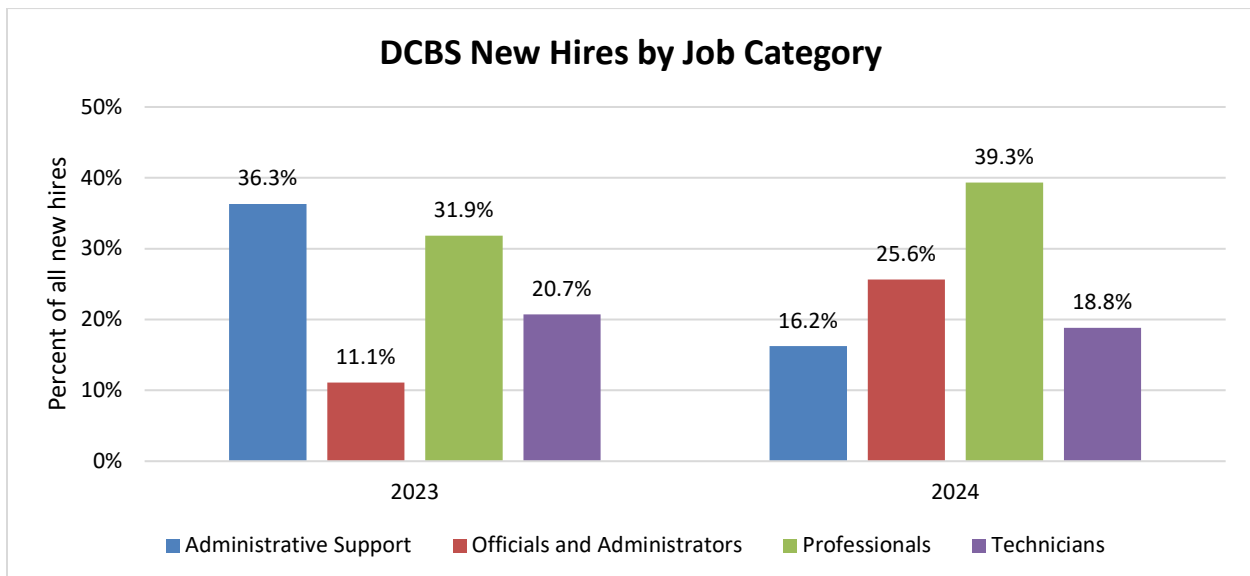
Job Category

July 1, 2022 - June 30, 2023:

Administrative Support		Officials and Administrators		Professionals		Technicians		Total
Percent	Number	Percent	Number	Percent	Number	Percent	Number	Number
36.3%	49	11.1%	15	31.9%	43	20.7%	28	135

July 1, 2023 - June 30, 2024:

Administrative Support		Officials and Administrators		Professionals		Technicians		Total
Percent	Number	Percent	Number	Percent	Number	Percent	Number	Number
16.2%	19	25.6%	30	39.3%	46	18.8%	22	117



Veteran Status**July 1, 2022 - June 30, 2023:**

Not a Veteran		Veteran		Total
Percent	Number	Percent	Number	Number
94.1%	127	5.9%	8	135

July 1, 2023 - June 30, 2024:

Not a Veteran		Veteran		Total
Percent	Number	Percent	Number	Number
93.2%	109	6.8%	8	117

Next biennium affirmative action plan:

Goals 2025-2027

Goal 1

- a. Revise DEI Action Plan and Affirmative Action Plan to align with the DCBS Strategic Plan and governor's expectations to ensure that workforce diversity, community engagement, communication, and customer service goals are expressed in clear and specific terms
- b. To measure success based on completing, implementing, and maintaining the agency's DEI Action Plan
- c. Measures
 - i. Current DCBS Strategic Plan, updated with current data
 - ii. Newly revised DEI Action Plan
- d. Implementation
 - i. Office of Equity team, organizational culture and employee engagement director, Communications team, and Research team
 - ii. Track progress through milestones and timelines with due dates
 - iii. Leadership responsibilities include brainstorming, review, and approval
 - iv. Managers and supervisor will provide program-specific data and engage in brainstorming and collaborating as a collective leadership body
 - v. Affirmative action representative will assume responsibility for convening meetings, organizing data, ensuring progress, updating leadership, and drafting the plan

Strategies:

- a. Data
 - i. Qualitative and quantitative data collection and analysis
 - ii. Gallup Surveys
 - iii. Listening sessions
 - iv. DEI research
- b. Employee Engagement
 - i. DEI Council
 - ii. Executive Team
 - iii. Division all-staff meetings
 - iv. Individual team meetings

Goal 2

- a. Adopt a policy requiring the development of recruitment plans for all vacancies that ensures an inclusive recruiting process, encourages diverse interview panels that includes community partners, ensures interview questions reflect an equitable framework and applicant DEI competencies, and ensures employment opportunities reach diverse communities
- b. Workforce is reflective of the diversity of the state and the recruitment process is inclusive and allows the diversity of each candidate to be valued
- c. Measures
 - i. Library of DEI interview questions, state demographics, agency demographics, community contacts, beta testing
 - ii. Measure success based on development and adoption of policy
- d. Implementation
 - i. Office of Equity, Employee Services, DEI council, and agency leadership
 - ii. Track agency workforce demographics on a quarterly basis
 - iii. Executive staff will support and communicate change in process
 - iv. Managers and supervisors will use new processes and give feedback
 - v. Affirmative action representative will partner with Employee Services and track and report progress.

Strategies:

- a. Recruitment
 - i. Targeted outreach and engagement
 - ii. Develop a pool of community panelists
 - iii. Develop an equity framework
 - iv. Internship program
 - v. Develop DEI-desired attributes

Goal 3

- a. Develop a retention survey to assess new employees' employment fulfillment and satisfaction
- b. To acquire data from new employees regarding what keeps them coming back to their new job each day including improvements to onboarding
 - i. Survey new staff within six months of start date
- c. Measures
 - i. Survey tool
 - ii. Survey questions
 - iii. Survey data and analysis
 - iv. Measure success by improvement in survey scores and number of staff members that stay with the agency past six months of their start date
- d. Implementation
 - i. Office of Equity, Employee Services, DEI Council, and organizational culture and employee engagement director
 - ii. Progress through survey tracking
 - iii. Executive staff members review survey and reports
 - iv. Managers and supervisors review surveys and reports and provide time for staff engagement
 - v. Affirmative action representative provided development of survey questions and analysis

Strategies:

- a. Survey development
 - i. Develop or identify questions
 - ii. Survey presentation for management
 - iii. Outline survey process
 - iv. Develop communication plan
- b. Selection
 - i. Track recruitments
 - ii. Identify new hires
- c. Analysis
 - i. Report findings
 - ii. Develop action plan
 - iii. Staff development

Complaint options

At DCBS, we take discrimination and harassment seriously. We acknowledge our responsibility to serve all Oregonians by interrupting systemic inequities. We strive for an environment where one's race, ethnicity, class, gender, language, sexual orientation, ability, veteran's status, and other identities are respected and honored.

Employee Services is primarily responsible for investigating complaints, sharing findings with the director of the Office of Equity, and partnering with managers and staff members on resolutions. As appropriate, the agency requests assistance from external investigators. Employee Services will also assess options for mediation and other restorative practices to assist in complaints resolution.

Attached is the agency Internal Complaints Procedure DAS 50.010.03

DCBS Internal Complaints Procedure DAS 50.010.03



Procedure

Department of Consumer and Business Services DCBS Internal Complaints Procedure DAS 50.010.03			
Division: Director's Office Owner: HR Director, Employee Services		Effective Date: 1/01/2022	
Approved by: Mary Pence <i>Mary Pence</i>		Date: 3/10/2024	Review Date: 3/10/2026

Applies to:

This policy applies to all Department of Consumer and Business Services (DCBS) divisions and the Workers' Compensation Board (WCB).

Purpose:

It is the policy of the department to take appropriate measures in creating and maintaining a professional workplace that is respectful, professional, and free from inappropriate workplace behavior. Employees of all service types, at every level of the agency (including boards and commissions), must foster an environment that encourages professionalism and discourages disrespectful behavior. All employees, temporary employees, and volunteers must behave respectfully and professionally and refrain from engaging in inappropriate workplace behavior. Inappropriate workplace behavior must be addressed and corrected before it becomes pervasive, causes further workplace disruption, or lowers morale.

Procedure:

Complaint process

Employee, temporary
Employee, or
volunteer

1. Report inappropriate workplace behavior that they experience or observe, to their immediate supervisor, another manager, the agency or board's human resources section, executive director, or chairperson as soon as practical.
2. The complaint may be made orally or in writing
3. An oral or written complaint should contain the following:
 - a. The name of all parties involved, including witnesses.
 - b. The specific and detailed description of the conduct or action the employee believes is inappropriate workplace behavior.
 - c. The date and time period in which the alleged conduct occurred.
 - d. A description of the desired resolution to the complaint.

Manager or
executive who
receives notification

4. Immediately report the complaint to division administrator (for awareness) or WCB Board Chairperson and the Employee Services HR director.

Page 1 of 2

Succession plan:

At DCBS, our workforce is the backbone of our operations. Maintaining a skilled workforce requires us to develop each person to achieve their maximum potential. We also recognize that succession planning is vital as our current workforce is trending toward increasing numbers of voluntary retirements. Currently, approximately 30 percent of our workforce is eligible for retirement within the next five years.

DCBS has developed a succession plan that identifies positions that are critical and highly critical throughout each division along with skills associated with these positions, and recruitment strategies that will assist us in developing and recruiting individuals to meet the labor needs of the agency and the consumers we serve.

DCBS Succession Plan

Succession Plan

**Department of Consumer and Business
Services**

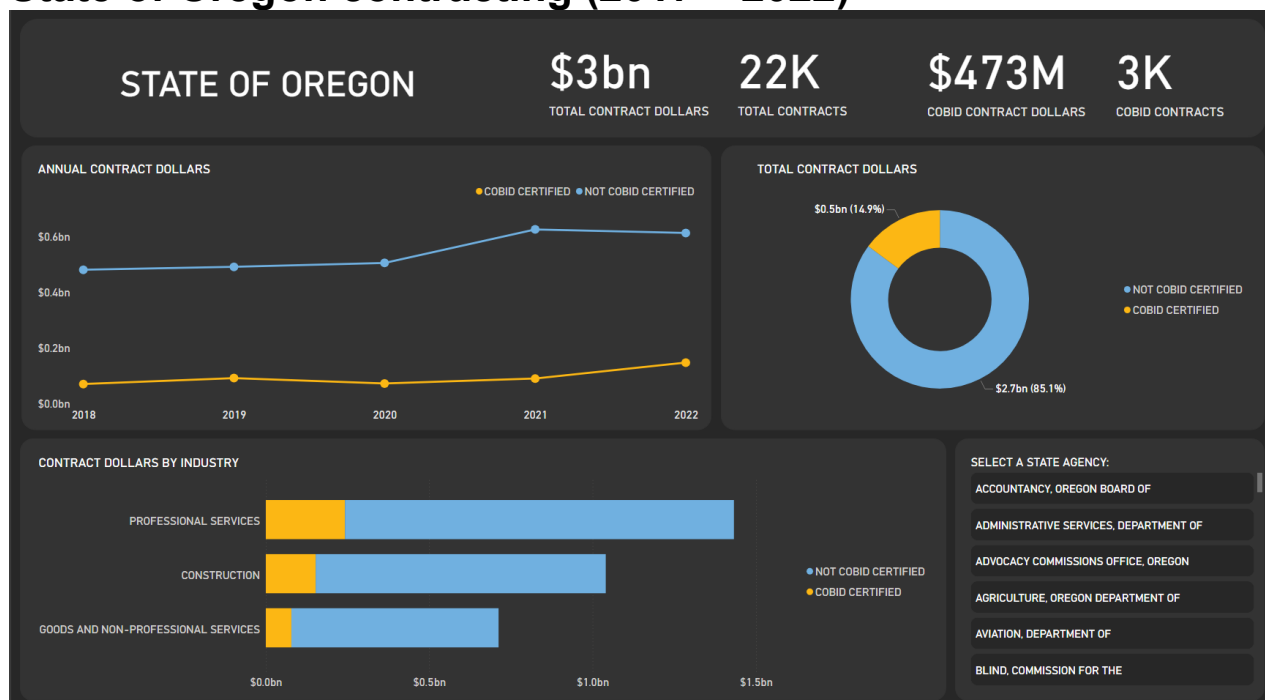
December 2023

503-378-4100

dcbs.info@dcbs.oregon.gov

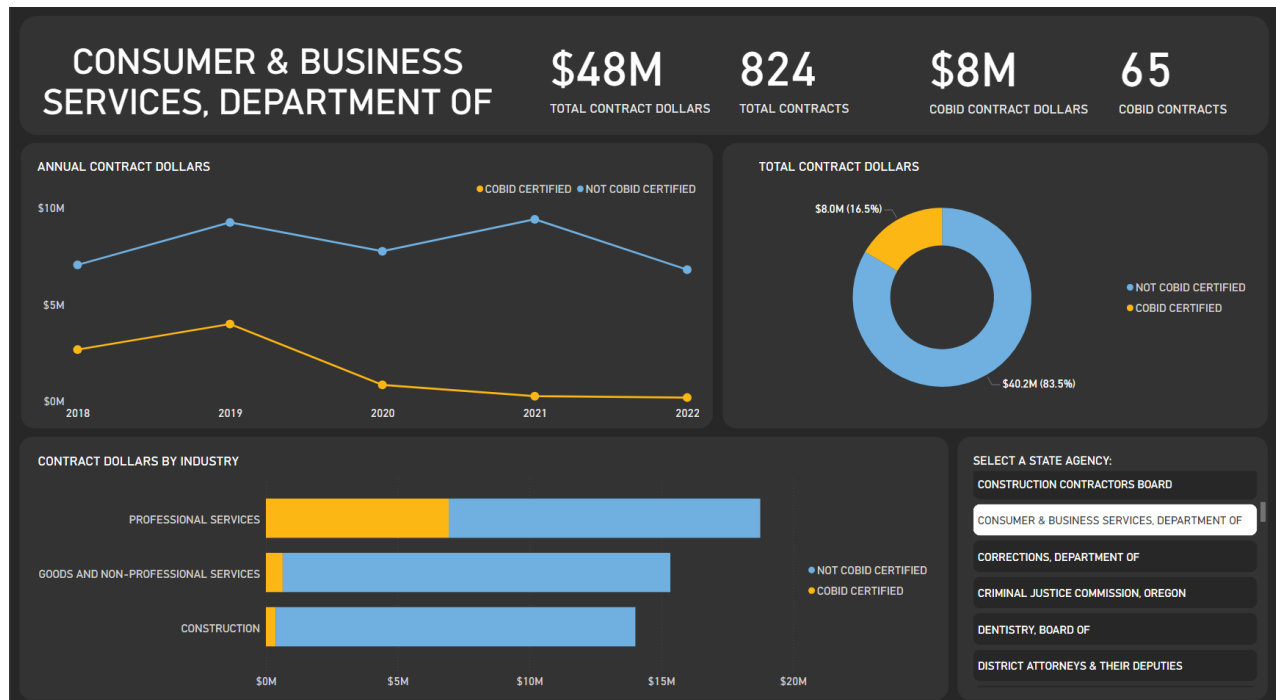
Department of Consumer and Business Services

Contracting: State of Oregon contracting (2017 – 2022)



- There were \$3 billion in total contracts from 2017 to 2022, \$473 million were COBID-certified contracts (14.9 percent of all contracts).
- The largest industry to use COBID-certified contracts was professional services with 16.9 percent of all professional services contracts being COBID certified (7.6 percent of all contracts were COBID professional services).
- 2022 saw the highest percent of COBID-certified contracts for the state with 19.4 percent of all contracts being COBID certified; previous years were fairly the same percentages of COBID contracts at 9 percent to 10 percent with an exception of 2019, when 15.8 percent of all contracts were COBID certified.

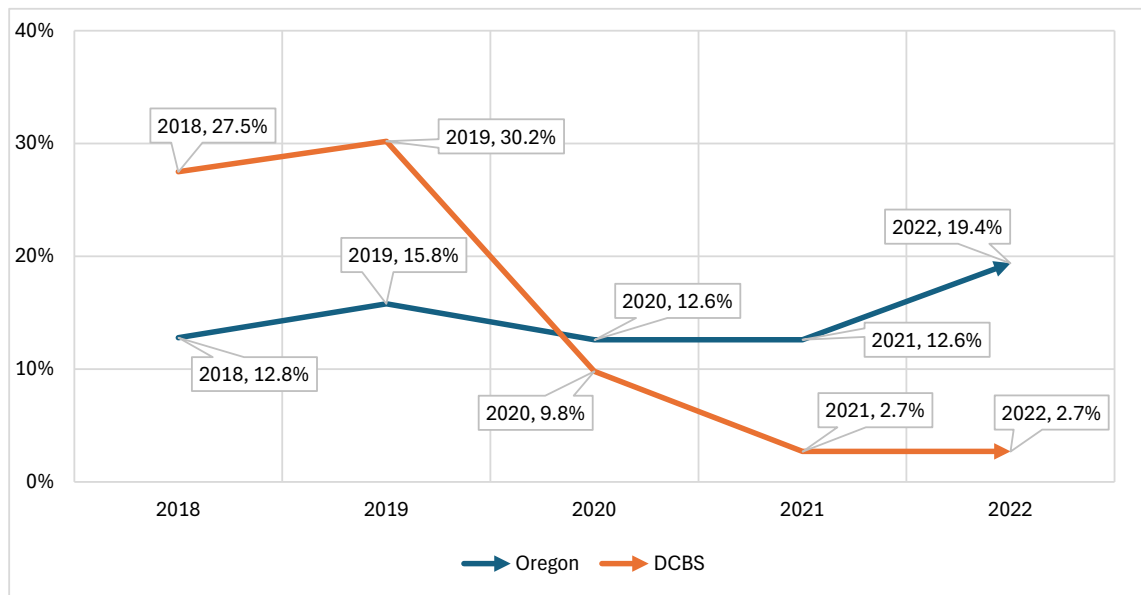
Department of Consumer and Business Services contracting (2017 – 2022)



- There were \$48.2 million in total contracts from 2017 - 2022, \$8 million were COBID certified contracts (16.5% of all contracts).
- The largest industry to use COBID certified contracts was professional services with 37% of all professional services contracts being COBID certified (14.4% of all contracts were COBID professional services).
- 2019 saw the highest percent of COBID-certified contracts for DCBS with 30.2% of all contracts being COBID certified. In 2020 there was a steep drop to only 9.8% of DCBS being COBID certified which fell again in 2021 and 2022 with 2.7% of all contracts being COBID certified each year.

Percent of contracts that were COBID certified by year:

	Oregon	DCBS
2018	12.8%	27.5%
2019	15.8%	30.2%
2020	12.6%	9.8%
2021	12.6%	2.7%
2022	19.4%	2.7%



Appendix

Appendix A – State Policy Documentation

- A. [ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)
- B. [Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)
- C. [Statewide Employee Training](#) (Statewide policy 10.040.01) (Pending final approval for Statewide Workforce Learning and Development)
- D. [Duties of Administrator](#) (ORS 240.145)
- E. [Rules Applicable to Management Services](#) (ORS 240.250)
- F. [Recruitment and Selection](#) (Statewide policy 40.010.02)
- G. [Veterans Preference in Public Employment](#) (ORS 408.230)
- H. [Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)
- I. [Executive Order 22-11](#)

Appendix B – Federal Documentation

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

Appendix C – DCBS documentation in support of its affirmative action plan

- All of the Department of Consumer and Business Services policies and procedures are available and accessible to employees on the [internal](#) website.
- The DCBS Gender Policy is available on the [external](#) website