

Department of Administrative Services

Affirmative Action Plan

July 1, 2021 – June 30, 2023



Katy Coba, COO
155 Cottage St. NE
Salem, OR 97301

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Oregon

Department of Administrative Services

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

Kate Brown, Governor

November 30, 2020

Delivered to address and email

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

I am pleased to provide you with a copy of the Department of Administrative Services (DAS) Affirmative Action Plan for the 2021-2023 biennium. The Agency will continue with our initiatives as an agency and as a service provider for state government.

If you have any questions, please contact me at 503-931-2421 or Brian Light at 503-586-8875.

Sincerely,

Katy Coba
Chief Operating Officer
Department Administrative Services

DAS
DEPARTMENT OF
ADMINISTRATIVE
SERVICES

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Description of DAS

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About Us – Description of Agency

Mission and Objectives:

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

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

Mission Statement:

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

Vision:

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

Values:

- Engaging diverse and experienced perspectives results in better outcomes.
- Partnerships and collaboration pave the way for success.
- Lessons learned inform our future actions.
- Investing in the right people, ideas and tools enables us to achieve our goals.
- Governance isn't a one-size-fits-all approach.

Agency Offices:

Chief Operating Office

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

Chief Financial Office

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

Chief Human Resources Office

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

Chief Administrative Office

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

State Chief Information Office

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

Representatives and Contacts:

COO/DAS Director

Katy Coba, 155 Cottage Street NE, Salem OR 97301
503-378-3104

Chief Human Resources Officer/DAS

Madilyn Zike, 155 Cottage Street NE, Salem OR 97301
503-378-3020

Governor's Policy Advisor for DAS

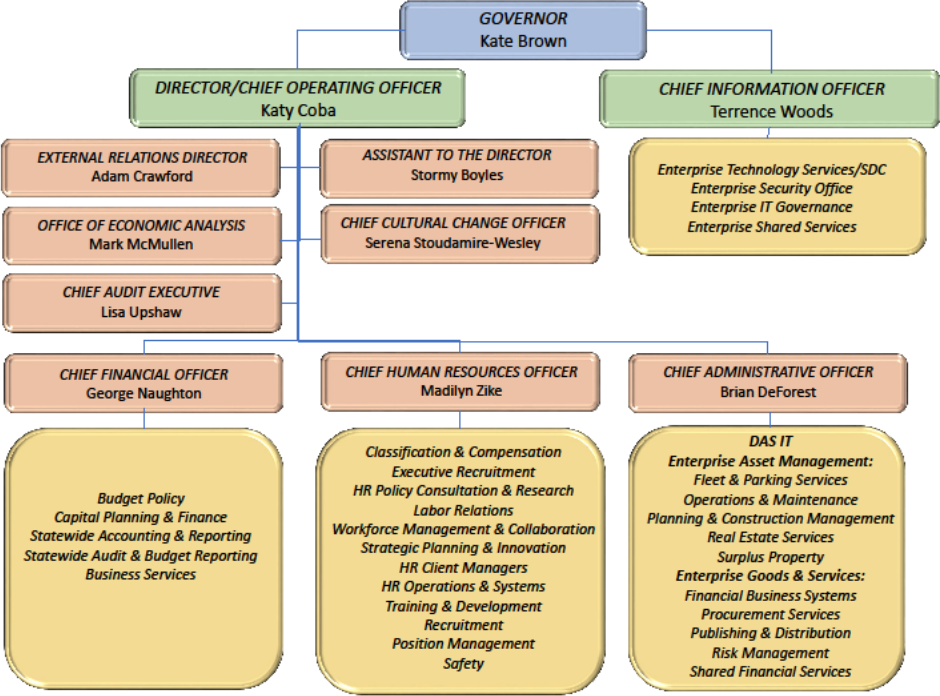
Steve Lee, 900 Court Street NE, Room 254, Salem OR 97301
503-378-8271

Diversity and Inclusion and Agency Affirmative Action Representative

Brian Light, 155 Cottage Street NE, Salem OR 97301
503-586-8875

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ORGANIZATIONAL CHART



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Affirmative Action Plan

Affirmative Action Policy Statement

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

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

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

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

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

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

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

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

Diversity & Inclusion Statement

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

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

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

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

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

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Training, Education, and Development Plan

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

It is through the Employee Development Policy (107-04-010) that the DAS provides information required for training employees to be successful on the job. The DAS goal is to provide employees with at least (20) twenty hours of training related to work skills and knowledge each fiscal year. DAS provides a variety of resources and training opportunities for employees to perform the duties of their current position and to encourage their career development in state service, as far as is reasonably practicable. DAS provides training both in and outside of New Employee Orientation (i.e. NEO) and on-the-job training (i.e. OJT) to employees to develop proficiency, enhance skills, and encourage development in areas of potential advancement. It is encouraged to allow job development and rotations for employees to gain skills and knowledge to meet agency or state expectations for career advancement. The goal of the policy is to provide the employee with the opportunity for a minimum of 20 hours of education and training annually, all to be related to work skills and knowledge, for one hundred percent of permanent employees. The policy supports training which is measured through the annual performance appraisal and training plans.

During the 2019-2021 biennium, DAS required training for all employees entitled Maintaining a Professional Workplace. This training was to remind DAS employees of the requirements, standards and responsibilities regarding maintaining a workplace free from harassment, discriminatory behaviors, and bullying. DAS Chief Human Resource Office staff also provided specialized training for staff in the areas of equal employment opportunity and veteran's preference during the interviewing and selection process, workforce diversity, family medical leaves, and the American with Disabilities Act.

Managers are responsible for working with their employees and creating Employee Development Plans that include trainings specific to their position and career goals. All employees are provided access to iLearn Oregon, the state's online learning management system. Employees can explore a large variety of training topics and register for trainings through this system. Topics include Public Management Association, Statewide Diversity Conference, DOJ Continuing Legal Education, and Management Development Series training. These learning opportunities include diversity topics such as Social Networking Legal and Policy Workshops; FMLA/OFLA Law Changes; Preparing for Diversity in Human Resource Leadership in the 21st Century; Generational Issues in the Workplace, and Welcoming Home Veterans.

Depending upon available resources, DAS funds tuition and/or registration fees for conferences, workshops, and other special training events that address issues specifically related to workforce diversity. Such training offers the opportunity to establish professional relationships to enhance recruitment efforts and development of the department's employees.

DAS provides new employee orientation for all new employees which includes an overall introduction to State Government and focus areas on: DAS Vision & Mission, Ethics and Accountability, Payroll & Benefits – Questions and Answers, Policies, Job Rotations, and Cultural Competency.

DAS continues to provide assistance to identify career paths and encourage employees to seek career

developmental and job rotation opportunities. We have a number of individuals that have been on rotations for career enrichment, receiving work out of class for developmental rotations, and lead workers who are gaining insight into management practices for the 2019-2021 biennium. With the launch of Workday, we will be able to can now more adequately capture and track these individuals. By tracking the employees who are receiving work out of class, the agency can monitor individuals who are gaining experience for advancement within the organization.

Programs:

Community Outreach Programs:

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

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

Recruitment/Selection:

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

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

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

Diversity Awareness Programs:

Annual Diversity Conference

Again this year DAS is investing in Oregon state government by serving as one of the sponsors of the Statewide Diversity Conference, a day for state employees and managers to learn from dynamic speakers and focused workshops. The theme of the 2020 conference is "Amplifying the Voices of Diversity".

DAS Director Katy Coba holds “equity” as one of her five areas of emphasis (see link below), and she encourages DAS employees to attend the diversity conference to learn new ideas and hear new perspectives to support equity and inclusion in the workplace. <https://www.oregon.gov/das/Docs/Areas-of-emphasis.pdf>

Job Rotations

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

New Employee Orientation

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

Leadership Development/Training Programs:

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

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

Emerging Managers: This program is for team leads or employees interested in exploring management as a next career step. The purpose of the program is to explore a person’s readiness for a management position and begin strengthening knowledge and skills needed to become an effective manager. This will be an instructor-led program with 2-days of in class time with a break (approximately 2 weeks) in between the 2 sessions. During the break the participants will have informational interviews with experienced managers within their agency to help them develop their management roadmap.

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

Foundational Training Program: This program is for new managers and an excellent refresher for experienced managers. This program covers critical foundational skills for managers that can be applied immediately in the workplace. This will be an instructor-led program with 8-days of in class time spread over eight weeks (1 session per week). During the break between each session the participants are required to work on homework that applies the skills they learned previously.

New to Public Management: This program is for experienced managers who are new to Oregon state government. This course provides seasoned managers the information and tools they need to transition their prior experience to the state government environment. This will be an instructor-led program and is 1-day.

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

Leadership Oregon: The Leadership Oregon program has been developing enterprise leadership skills statewide for 30 years. Since it was established in 1989 over 800 managers have participated. Leadership Oregon delivers inspirational and practical curriculum that expands depth and breadth of capability, enables others to achieve high performance and full potential, and guides overall strategic thinking and operational direction of the statewide enterprise. The curriculum is based on the state's enterprise values of excellence equity, accountability, and integrity.

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

Selected Development Program Statistics

Below is a breakdown of participation of DAS Supervisory Managers in selected training programs by the end of the time period for this plan, 06/30/2020. We have included data for our Foundational Training Program, which has been in existence since January 2014. Additionally, we included data for our mandatory training, Preventing Discrimination and Sexual Harassment. This training used to be broken up into two separate trainings in the past. Since only half of the 2020 year has elapsed by 6/30/2020, the number having completed the mandatory training may be misleading. Individuals may wait to complete the training until the later part of the year. Additionally, given that this is a snapshot for only DAS Supervisory Managers, caution should be taken when extrapolating these numbers. This is especially true given the small sample size in the subgroups.

Employee Type	Training Completed by 06/30/2020	Group	Number	Percent Complete
Supervisory Managers		Total	87	
		<i>Female</i>	34	39.1%
		<i>Male</i>	53	60.9%
Information Security: Foundations		Total	76	87.4%
		<i>Female</i>	30	88.2%
		<i>Male</i>	46	86.8%
Preventing Discrimination and Sexual Harassment		Total	78	
		<i>Female</i>	32	94.1%
		<i>Male</i>	46	86.8%

Status of Contracts to Minority Business

DAS is reporting the contracts awarded to COBID certified firms for the July 1, 2016 through June 30, 2018 reporting period. This report consists of all original contracts awarded to certified firms for said reporting period*. The grid below illustrates the percentages of contracts DAS awarded to certified COBID firms compared to the total number of contracts DAS awarded to all firms during the reporting period. We will update these numbers with the 2020 numbers as soon as we have them.

Total # contracts issued for DAS only / originals only (does not include amendments etc.)	376
Estimated contract value on new contracts to certified firms from 7/01/2016 to 6/30/2018	\$5,371,400*
Estimated contract value on new contracts to all suppliers from 7/01/2016 to 6/30/2018	\$646,193,072*

* Numbers were pulled using the same filtering criteria as for KPM #4 (contracts with value > \$10K, contracts issued by state agencies, contracts applicable for COBID businesses after filtering out IGAs, sales by agency of supplies and services, WOs, QRF contracts, contracts awarded to non-profits, statewide PAs)

CONTRACTS ISSUED BY DAS ONLY/ALL VERSIONS (INCLUDES AMENDMENTS ETC.)

Type Of Certification	Number of Certifications One firm may have multiple certifications, if so each was included in the calculation of awards		Number of Awards to Certified Firms Using Priority Rank: MBE, WBE, ESB, DBE. Only counts one certification per award based on the priority rank	
	# Awards	% of Total	#Awards	% of Total
MBE	9	2%	9	2%
WBE	8	3%	8	2%
ESB	20	5%	16	4%
DBE	9	2%	0	0%
SDVBE	1	0%	1	0%
ACDBE	2	1%	0	0%
TOTAL	49		34	9%

Roles for Implementation
of
Affirmative Action Plan

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Responsibilities and Accountability:

Leadership Team:

1. Promote and set the tone for the rest of the agency on the importance of a diverse and respectful workplace.
2. Encourage the establishment of training programs that support affirmative action objectives.
3. Quarterly review AA/diversity data and discuss opportunities for improving recruitment and retention in the workplace. *The AA/diversity data that is reviewed will be determined by leadership and is reflected in Goal 1 of the 2021-2023Pe Objectives.*
4. Determine the effectiveness of Division Administrators in affirmative action activities by including performance measures on their annual evaluations.
5. Review hiring, promotion, and retention rates of women, minorities, and individuals with a disability. Hold hiring managers accountable for results by first making them aware of current results.
6. Promote and show by example the importance of a diverse and respectful workplace.
7. Ensure all managers and supervisors receive respectful workplace training and understand their responsibilities for helping attain the most diverse workforce possible.
8. Support and enforce DAS's policies on respectful workplace behaviors.
9. Include in managers and supervisors annual performance evaluations a segment that rates their efforts in achieving the affirmative action plan goals.

Managers and Supervisors:

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

Affirmative Action Officer/Diversity and Inclusion Representative:

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

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

5. Assist in identifying resources for improving, if needed, the hiring and development of underrepresented persons.
6. Act as EEO/AA liaison for the agency. Investigate and address complaints of harassment or discrimination.
7. Provide semi-annual information to Leadership Team regarding progress on affirmative action goals.
8. Member of the DAS Diversity Council.
9. Assist managers and Enterprise Human Resource Services personnel in devising solutions to equal employment issues to ensure full understanding of affirmative action and EEO policies and procedures.

All Employees:

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

Since the Equal Employment Opportunity Commission (EEOC) revised the race/ethnicity categories for mandatory reporting (EEO-4), the state revised its reporting to align with these changes prior to the June 30, 2017 report. The revisions include two new categories "Native Hawaiian or Pacific Islander" and "Two or More Races". Previously, employees could select more than one race/ethnicity. However, going forward employees who identify with more than one race/ethnicity must be reported as "two or more" consistent with the EEOC changes. DAS provided all state employees in August 2016 with the opportunity to complete the voluntary self-identification information.

Department of Administrative Services

July 1, 2019 - June 30, 2021

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Affirmative Action 2019-2021 Objectives

July 1, 2019– June 30, 2021

Accomplishments:

The Department of Administrative Services continued to work to create a diverse and multicultural organization. During the 2019-2021 plan, DAS accomplished the following:

1. DAS participated as one of the sponsors of the Statewide Diversity Conference. The number of DAS employees attending the conference has continued to increase over our seven year involvement in the conference. This conference provided an opportunity to attend a variety of workshops. The conference featured a host of provocative workshops, such as:

- Identifying and Understanding Microaggressions
- Addressing Equity and Diversity Fatigue
- Tapping into the Power of Multigenerational Teams
- Engaging in Difficult Conversations

2. DAS increased the percentage of people of color in Upper Management classifications (i.e. PEM E-PEM J), from 9.0% to 16.4% (*See Figure 2*). We continue to include affirmative action language in all executive service and management service position descriptions and performance appraisals.

3. DAS increased the percentage of women in the service maintenance category from 25.5% to 37.6%. Part of this can be attributed to using more gender neutral language in our job announcements.

4. DAS had four staff go through the Government Alliance on Race & Equity (GARE) racial equity training. They brought back tools that are being used in the workplace to review policies, processes, programs, and decisions through an equity lens so we can make better, more informed and inclusive decisions.

5. The Chief Operating Officer created a brand new position, the Chief Cultural Change Officer. This position will work very closely with the COO, CHRO, and the Governor's Office on Equity and Inclusion to help move the state workforce forward in regard to its workforce diversity and equity initiatives.

6. DAS ensured that during orientation all employees received information that outlines the agency's commitment to a discrimination/harassment-free workplace, maintaining a professional workplace, and other diversity related policies.

7. DAS created Diversity, Equity and Inclusion dashboards that Affirmative Action representatives and managers can use to assist them in their diversity work in their agencies. The dashboards are in Workday® and are easy to access and to use. This makes using data very easy

Goals and Strategies

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

- ✚ Women and minorities in management (EEO A; see Figure 1 and Figure 2)
- ✚ Women and minorities in skilled craft and maintenance positions (EEO G & H; see Figure 3 and Figure 4).

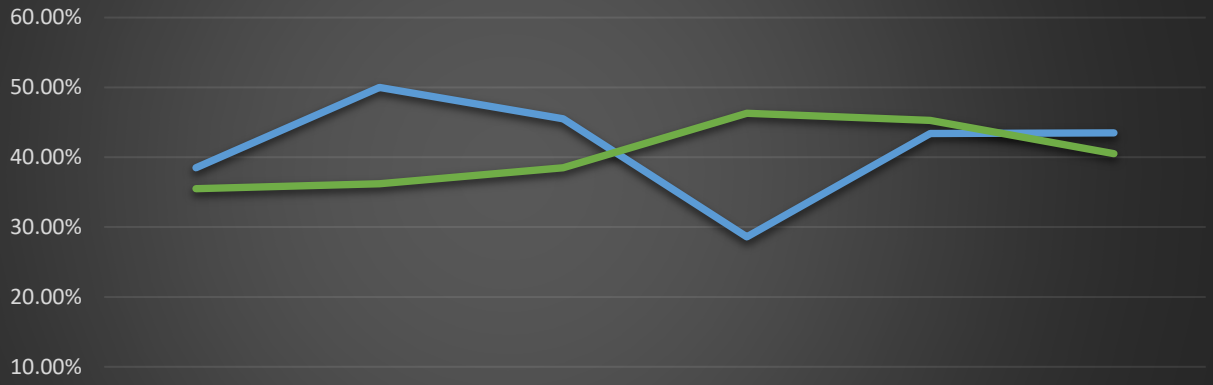
Affirmative Action 2019 – 2021 Objectives

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

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

PROGRESS Report: While executive leadership was engage around the diversity and inclusion metrics, more needed to be done around acting on those metrics. Strides were certainly made in some areas, as the data indicates, but resources around diversity and inclusion were spread thin. Director Coba has proactively taken steps to address this by creating the position of the Chief Cultural Change Officer to assist the Enterprise and Madilyn Zike, the Chief Human Resource Officer is asking for positions to assist with the diversity efforts at DAS, the Cultural Change Officer, and to also assist the smaller boards and commissions who do not have the resources for such important work. We continue to make strides in increasing the diversity of our recruitment pipeline and there is a renewed effort to develop a leadership profile that best reflects the State of Oregon workforce. The Chief Human Resource Office just hired a new Executive Recruiter with specific experience in recruiting minority candidates and the Talent Acquisition team is working on a sourcing plan to reach diverse communities we haven't been able to connect with in the past.

**Department of Administrative Services
Workforce Composition Trends
June 30, 2015 - June 30, 2020
Women in EEO Category A**



	Jun 15	Jun 16	Jun 17	Jun 18	Jun 19	Jun 20
— Middle Management	38.50%	50%	45.50%	28.60%	43.40%	43.50%
— Upper Management	35.50%	36.20%	38.50%	46.30%	45.30%	40.50%

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

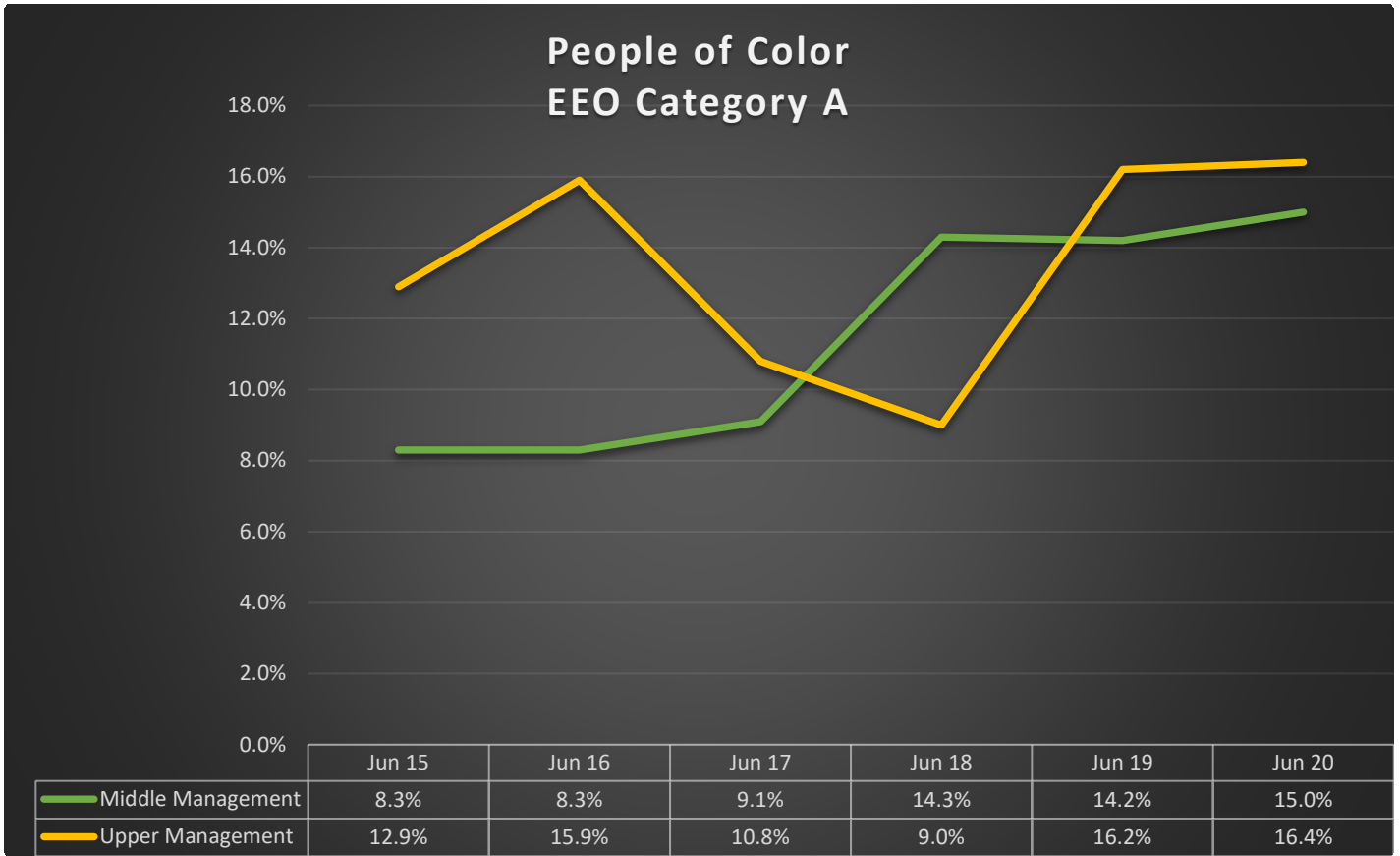
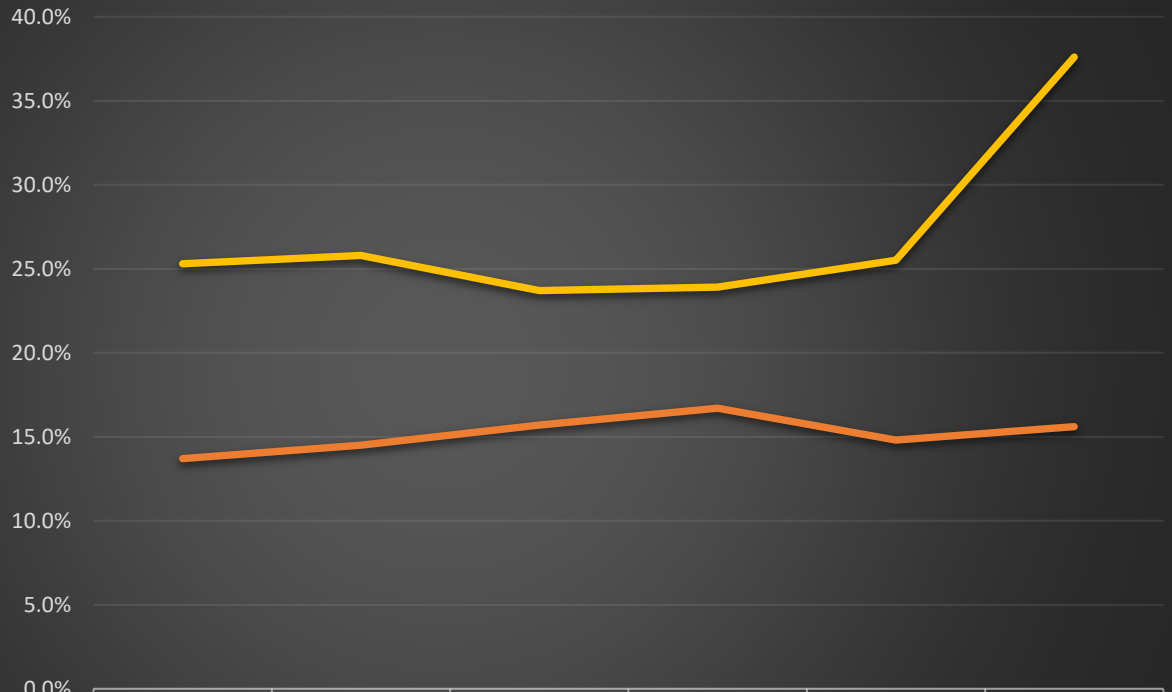


Figure 2. The change over time of the percentage of people of color in the two subcategories of EEO Category A: Middle Management (i.e. PEM A-D) and Upper Management (i.e. PEM E-J). *Total number of managers varied from 62 to 67.*

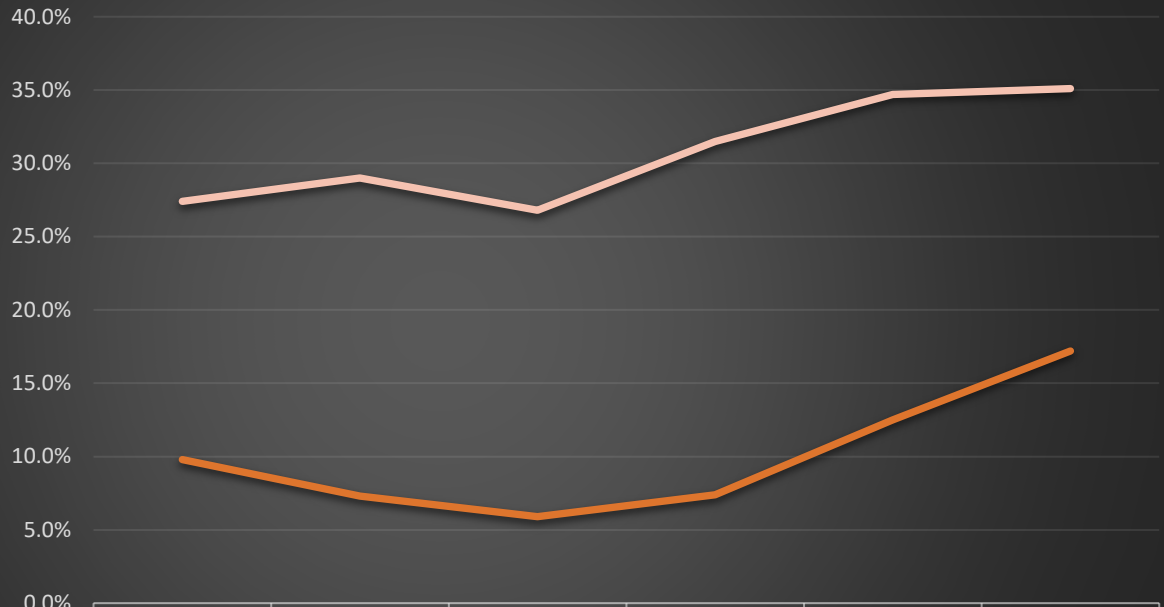
Women in EEO Category G and H



	Jun 15	Jun 16	Jun 17	Jun 18	Jun 19	Jun 20
Skilled Craft Worker	13.7%	14.5%	15.7%	16.7%	14.8%	15.6%
Service Maintenance Worker	25.3%	25.8%	23.7%	23.9%	25.5%	37.6%

Figure 3. The change over time of the percentage of women in EEO Categories G and H (i.e. skilled craft and maintenance positions). *Total number of skilled craft workers varied from 51 to 57. Total number of service maintenance workers varied from 92 to 97.*

People of Color in EEO Category G and H



	Jun 15	Jun 16	Jun 17	Jun 18	Jun 19	Jun 20
Skilled Craft Worker	9.8%	7.3%	5.9%	7.4%	12.5%	17.2%
Service Maintenance Worker	27.4%	29.0%	26.8%	31.5%	34.7%	35.1%

Figure 4. The change over time of the percentage of people of color in EEO Categories G and H (i.e. skilled craft and maintenance positions). *Total number of skilled craft workers varied from 51 to 57. Total number of service maintenance workers varied from 92 to 97.*

Department of Administrative Services

July 1, 2021 - June 30, 2023

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Affirmative Action 2021-2023 Objectives

Goals and Strategies

With the introduction of a new Human Resource Information System in the 2019-2021 time period, the Department of Administrative Services (DAS) will be able to measure goals and strategies in a quantifiable and consistent manner that up until this point has been out of reach. Thus, the overarching theme of the 2019-2021 goals and strategies is to reevaluate the goals and strategies to ensure that they are evidence-based, concise, and quantifiable. Toward this effort and keeping with best practices, the strategies associated with each goal have been reduced, the goals have been rewritten to be more concise and data-focused, and each strategy has associated actions and measurements with responsible parties to ensure accountability.

Furthermore, the Department of Administrative Services (DAS) will continue monitoring and targeting the long-term Affirmative Action goals of hiring and retaining the following:

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

Goal 1: Implement diversity and inclusion metrics.

STRATEGY 1: Engage and partner with executive leadership to monitor and act on diversity and inclusion metrics.		
Action	How is it measured	Who is responsible
Establish baseline metrics (See Appendix C)	Number of baseline metrics by 06/30/2021	Chief Human Resources Office (CHRO); Executive Leadership
Establish goals based on baseline metrics	Percentage of baseline metrics with an associated goal by 6/30/2021	CHRO; Executive Leadership
Meet quarterly to measure progress toward goals	Percentage of quarterly meetings executed from 07/01/2021 to 06/30/2022*	Executive Leadership

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

STRATEGY 2: Engage with employees regarding diversity and inclusion metrics.		
Action	How is it measured	Who is responsible
Inform employees of baseline metrics and goals	Whether or not employees were informed of baseline metrics and goals by 07/31/2021	CHRO
Inform employees of changes to strategies toward goals	Were employees informed of changes to strategies toward meeting metric goals within two months of a change in strategies	CHRO
Solicit feedback from employees on progress toward goals	Whether or not employees feedback on progress toward goals was solicited	Diversity Council
Share Affirmative Action Plan for comment from employees	Whether or not the Affirmative Action Plan was shared for comment before the first draft was submitted	CHRO

Strategy 1: Centralize all statewide recruitment at the Department of Administrative Services Chief Human Resource Office.		
Action	How is it measured	Who is responsible
Review all job postings for racial bias and gender-bias language.	% of women and people of color who apply for jobs as opposed to the baseline established	CHRO Talent Acquisition and Senior HR Research Analyst
Create outreach plans that include going into communities around the state.	% of women and people of color who apply for jobs as opposed to the baseline established. Survey candidates about how they heard of the position.	CHRO Talent Acquisition Team and Senior HR Research Analyst

Create a recruitment process that promotes fairness, equity, and eliminates unconscious bias.	The % of women, people of color, veterans, and people with disabilities who are hired and who make it further in the process than they are currently.	CHRO Talent Acquisition Team and Senior HR Research Analyst

Goal 2: Increase recruitment and representation of diverse employees.

STRATEGY 2: Increase diversity of recruitment pipeline from attraction to employment.		
Action	How is it measured	Who is responsible
Assess recruitment processes for how diverse individuals move through the pipeline	% of women, people of color, and people with a disability at each stage of recruitment (i.e. apply, interview, hire)	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Simplify the recruitment process to remove barriers	Whether or not findings were acted upon from user acceptance testing of recruitment process (e.g. candidate experience survey)	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Develop collaboration with more diverse communities	% increase in number of external parties (i.e. not NEOGOV) on recruitment list from 07/01/19 to 6/30/2020; % increase in number of colleges and technical schools visited (not including career fairs) from 07/01/19 to 6/30/2020	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Develop interview panels	Whether or not a plan was created for how to develop interview panels	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst

STRATEGY 3: Enhance efforts to retain diverse employees.		
Action	How is it measured	Who is responsible
Implement succession planning materials with managers	# of DAS employees attending Mid-level Manager training from 07/01/2019 to 06/30/2020	CHRO – Statewide Workforce Development Consultant and Senior HR Research Analyst
Assess current turnover of diverse employees	% of women, people of color, and people with a disability leaving DAS annually	Senior HR Research Analyst; Diversity Council
Brainstorm ways to retain diverse employees	Whether or not methods for retaining diverse employees was presented to the executive team	CHRO; Diversity Council; Executive Leadership
Implement recommendations	% of recommendations implemented by 06/30/2020	CHRO; Diversity Council

STRATEGY 4: Develop a leadership profile that reflects the State of Oregon workforce.		
Action	How is it measured	Who is responsible
Assess current DAS leadership profile	% of women, people of color, and people with a disability in middle level and upper level management	Senior HR Research Analyst
Assess where leadership profile is recruited from	% of middle level and upper level management that are internal vs. external hires; current state classifications from which middle and upper management promote	Recruitment Policy Consultant and Senior HR Research Analyst
Establish goals for leadership pipeline	Whether or not specific goals were established for the % of women, people of color, and people with a disability in middle level and upper level management	Executive Leadership
Recruit from more diverse communities	% increase in number of external parties on recruitment list for middle and upper management postings from 07/01/21 to 6/30/2022	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Assess diversity of participants in manager trainings	% of women, people of color, and people with disabilities of	CHRO – Statewide Workforce Development

	DAS employees attending management trainings	Consultant and Senior HR Research Analyst
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Goal 3: Improve the culture of inclusion.

STRATEGY 1: Model and demonstrate inclusion.		
Action	How is it measured	Who is responsible
Respond efficiently and effectively when inclusion policies are violated	% of diversity and inclusion policy complaints resolved from 07/01/2021 to 06/30/2022	CHRO
Maintain employee training on diversity and inclusion policies	% of eligible employees completing diversity and inclusion training from 07/01/2021 to 06/30/2022	CHRO – Statewide Workforce Development Consultant and Senior HR Research Analyst
Hold inclusion and diversity events	# of inclusion and diversity events held from 07/01/2021 to 06/30/2022 (e.g. Lunch & Learns, multicultural events, presentation in new employee orientation)	Diversity Council

STRATEGY 2: Measure the current culture of inclusion.		
Action	How is it measured	Who is responsible
Establish Culture of Inclusion Interdepartmental Committee	Whether or not a Culture of Inclusion Interdepartmental Committee was established	CHRO; Executive Leadership; Diversity Council
Develop a measure of the current culture of inclusion	Whether or not a measure was developed	Culture of Inclusion Interdepartmental Committee
Deploy the measure of inclusion to DAS employees	% of DAS employees completing the measure	Culture of Inclusion Interdepartmental Committee
Report on the measure of inclusion	Whether or not results were shared with the executive team	Culture of Inclusion Interdepartmental Committee; Executive Team
Integrate findings into next Affirmative Action Plan	Whether or not findings were integrated into the next Affirmative Action Plan	Culture of Inclusion Interdepartmental Committee; 2021-2023 Affirmative Action Plan Team
Plan timeline for next measurement	Whether or not a timeline is in place for the next measurement of inclusion	Culture of Inclusion Interdepartmental Committee; Executive Team

Appendix A

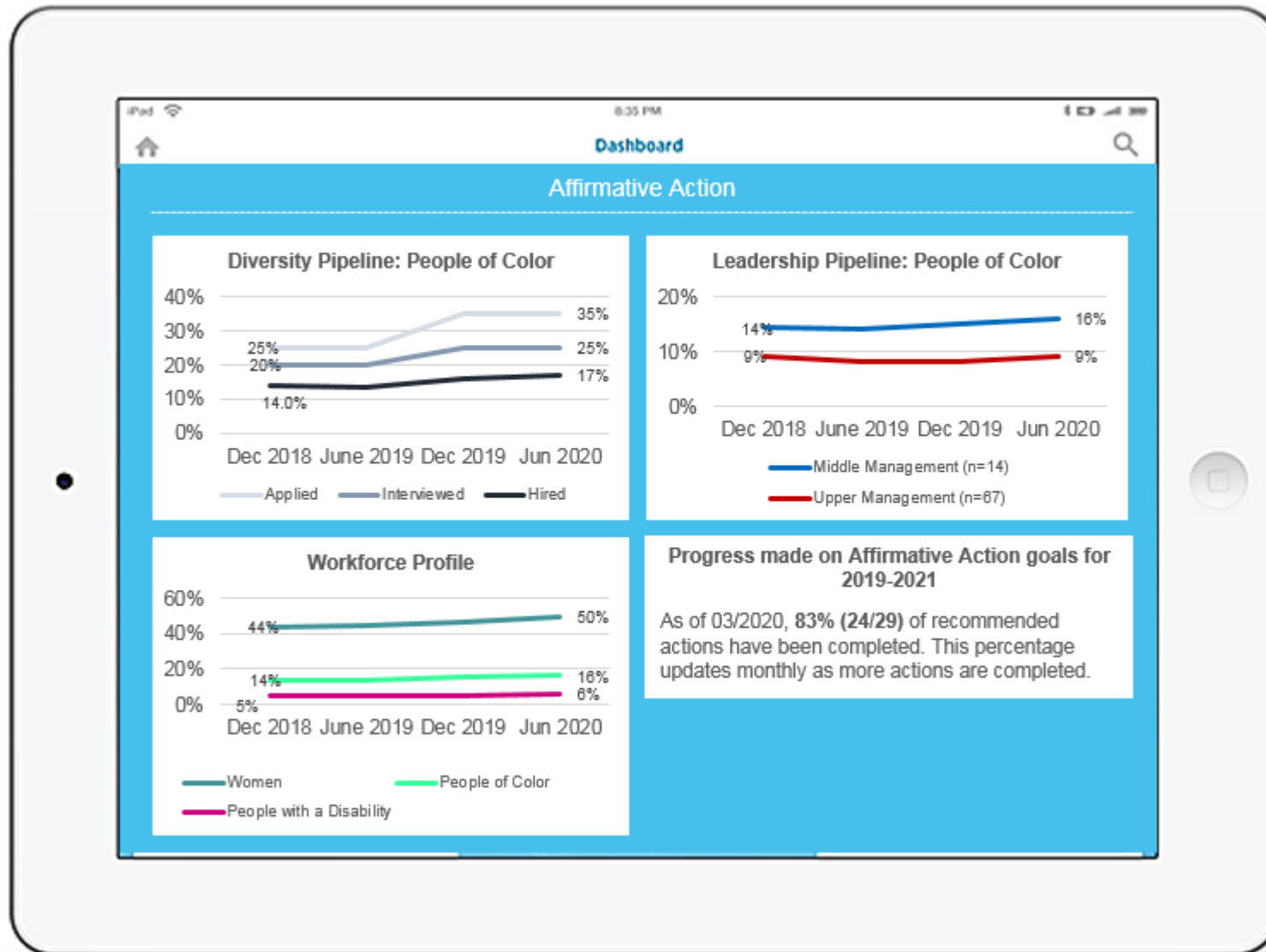
(Hyperlink to be attached, to be sent by Gov. office)

Appendix B

U:\AA-D\AFFIRMATIVE ACTION PLANS\DAS\Affirmative Action Plans 2017-2019\Contracts Awarded Information\a.OriginalsOnlyForDAS_AwardsToCertifiedFirms_7.1.14-6.30.16.xlsx

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Appendix C: Affirmative Action Dashboard Mockup



2019-21 BUDGET

NARRATIVE

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