

# Department of Administrative Services

## Affirmative Action Plan

July 1, 2017 – June 30, 2019



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

Revised 8-3-2016

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# Table of Contents

## Table of Contents

<b>About us – Description of Agency .....</b>	<b>7</b>
Mission Statement, vision and values .....	7
Agency office descriptions .....	8
Representatives and Contacts .....	9
Organizational Chart .....	11
<b>Affirmative Action Plan .....</b>	<b>13</b>
Affirmative Action Statement .....	15
Diversity and Inclusion Statement .....	17
Training, Education and Development Plan .....	19
Programs.....	17
Internship Programs .....	21
Community Outreach Programs .....	21
Diversity Awareness Programs .....	22
Leadership Development/Training Programs .....	23
<b>Executive Order 16-09 Updates .....</b>	<b>25</b>
Respectful Leadership Training (Diversity , Equity & Inclusion) .....	25
Statewide Exit Interview Survey .....	25
Performance Evaluations of all Management Personnel.....	25
<b>Status of Contracts to Minority Business .....</b>	<b>27</b>
<b>Roles for Implementation of Affirmative Action Plan .....</b>	<b>29</b>
Responsibilities and Accountability .....	31
<b>July 1, 2015 – June 30, 2017 .....</b>	<b>35</b>
Accomplishments .....	35
Progress Made or Lost During Previous Biennium .....	37
<b>July 1, 2017 – June 30, 2016 .....</b>	<b>43</b>
Goals and Strategies .....	35
<b>Appendix A .....</b>	<b>47</b>



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# Oregon

Kate Brown, Governor

## Department of Administrative Services

Office of the Chief Operating Officer

155 Cottage Street NE

Salem, OR 97301

PHONE: 503-378-3106

FAX: 503-373-7643

December 12, 2016

*Delivered to address and email*

Serena Stoudamire Wesley  
The Governor's Office of Diversity and Inclusion/Affirmative Action  
Public Service Building  
255 Capitol Street, NE ~ Suite 126  
Salem, OR 97301  
[affirmative.action@oregon.gov](mailto:affirmative.action@oregon.gov)

Dear Serena Stoudamire Wesley:

I am pleased to provide you with a copy of the Department of Administrative Services (DAS) Affirmative Action Plan for the 2017-2019 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 503-378-5967 or Wendy Hepburn at 503-378-8380.

Sincerely,

Madilyn Zike, Chief Human Resources Office  
Department of Administrative Services

**DAS**  
DEPARTMENT OF  
ADMINISTRATIVE  
SERVICES

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# Oregon

Kate Brown, Governor

Office of Governor Kate Brown

Diversity, Equity, & Inclusion

255 Capitol Street NE

Salem, OR 97310

503-378-8271

[affirmative.action@oregon.gov](mailto:affirmative.action@oregon.gov)

[www.oregon.gov](http://www.oregon.gov)

January 3, 2017

Katy Coba, COO/Director  
Audrey Powell, Affirmative Action Representative  
Department of Administrative Services  
155 Cottage St  
Salem, OR 97301

RE: 2017-2019 Affirmative Action Plan

Dear Katy,

The Governor's Office of Diversity and Inclusion/Affirmative Action has thoroughly reviewed the Department of Administrative Services' Affirmative Action Plan and is pleased to inform you that it has been approved.

The Affirmative Action Plan has many components that are required by state and federal law. Those requirements help guide state agencies to successfully incorporate diversity, inclusion and equity into their organizational business plan, workforce parity, and inclusion practices. I am personally looking forward to working with you and your agency as you move toward achieving the goals, objectives, and training on diversity, equity, and affirmative action outlined in your plan.

As part of our efforts to support you in achieving your goals, we are updating our roster of Diversity & Inclusion and Affirmative Action staff from each agency to ensure your agency is included in the regularly scheduled DI/AA/EEO meetings. My 2017-2019 goal is 100 percent attendance at every meeting, in compliance with Executive Order 16-09. Thank you for your work in successfully completing your agency's 2017-2019 Affirmative Action Plan.

Best regards,

Nakeia Daniels  
Governor's Office - Diversity & Inclusion/Affirmative Action

cc: Kristin Leonard, Governor's Policy Advisor  
Madeline Zike, Chief Human Resources Officer  
Audrey Powell, Affirmative Action Representative

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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 serve state government to benefit the people of Oregon.

- Service means implementing the decisions of the Governor and policy makers.
- Service means taking the lead on behalf of state government.
- Service means partnering with our customers to achieve desired outcomes.
- Service means delivering the best value for every dollar spent by state government.

## **Vision:**

We model value-driven leadership to provide services and develop policy.

- By taking an enterprise view of government operations, we implement cost-effective, efficient, and sustainable policies and practices.
- By listening and responding to our employees, customers and stakeholders, we provide the best possible customer service and policy guidance.
- By continuously improving, we lead by example.

## **Values:**

- Communication - We engage in clear and respectful exchanges with our employees, customers and stakeholders.
- Diversity - We employ and welcome a highly qualified workforce from all ethnicities, cultures and backgrounds.
- Innovation - We find creative and flexible solutions to business problems.
- Integrity - We adhere to the principles of honesty, stewardship and responsibility for our actions.
- Partnership - We seek to understand each other's interests and work for our mutual success.
- Sustainability - We act today to meet Oregon's present and future needs."

## **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; Recruitment; Workforce Management and Collaboration; Classification and Compensation; Labor Relations; Documentation and Records Management; Information Management; Strategic Planning and Innovation; 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**

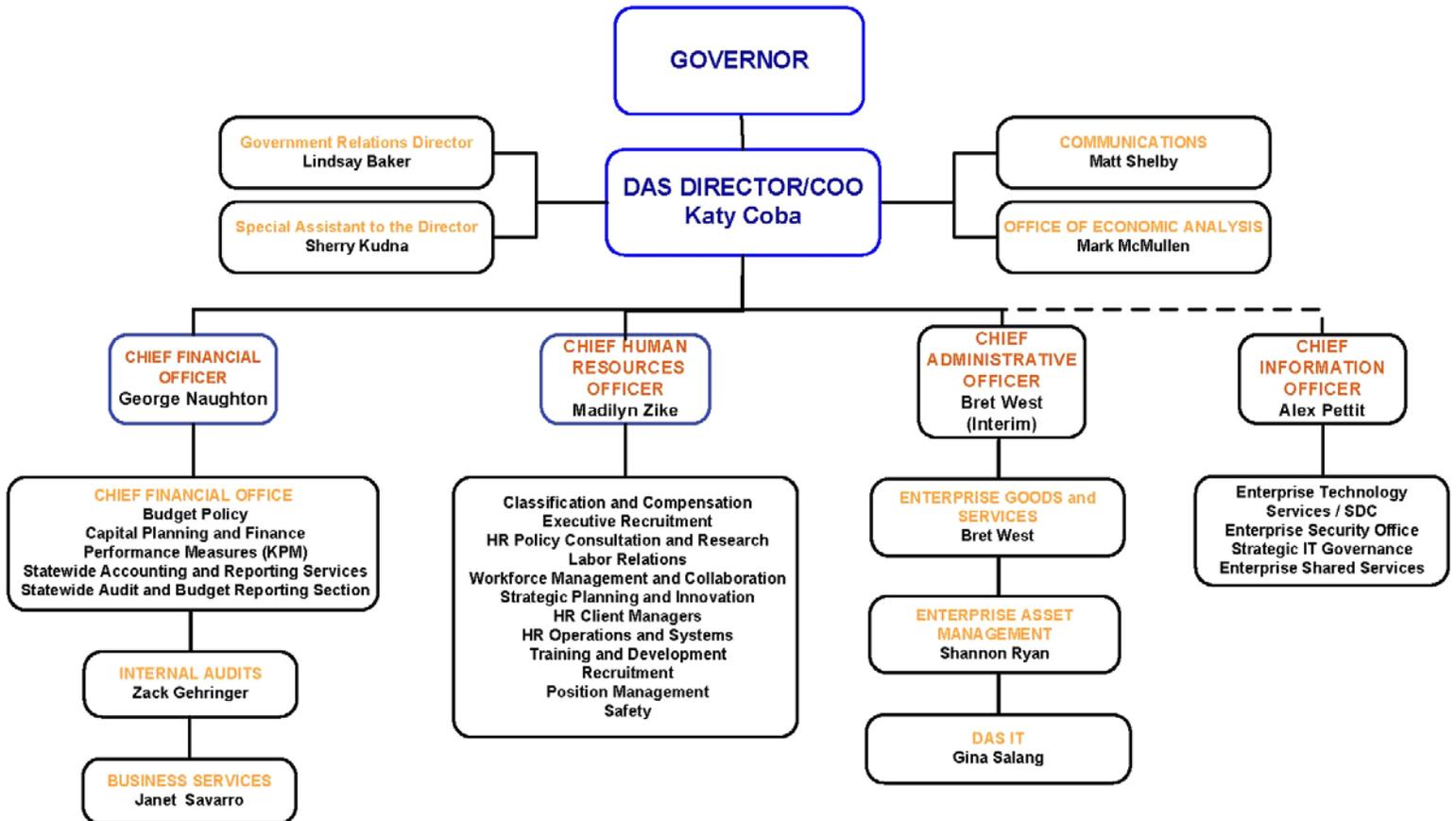
Kristen Leonard, Chief of Staff  
Governor Brown's Office 503-378-3111

## **Diversity and Inclusion and Agency Affirmative Action Representative**

Audrey Powell, Chief Human Resource Office 503-378-8380

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# ORGANIZATIONAL CHART



Revised August 2016



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# Affirmative Action Plan

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# Oregon

Kate Brown, Governor

Department of Administrative  
Services

Chief Operating Office/DAS Director  
155 Cottage Street NE  
Salem OR 97301  
(503) 378-5967  
FAX (503) 373-7643

September 16, 2016

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

## **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.

Madilyn Eike  
Madilyn Eike, DAS Chief Human Resources Officer

11/13/16  
Date

# 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, external job rotations, to name a few. 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 NEO and OJT to employees to develop proficiency, enhance skills, and encourage development in areas of potential advancement. It is encouraged to allow job developmental 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 (100%) of permanent employees. The policy supports training which is measured through the annual performance appraisal and training plans.

During the 2015-2017 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 to work with their employees and create 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 included diversity topics such as Social Networking Legal and Policy Workshops; FMLA/OFLA Law Changes; Preparing for Diversity in Human Resource Leadership in the 21<sup>st</sup> 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 its employees.

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

DAS continues to provide assistance to identify career paths and encouraging employees to seek career developmental and job rotation opportunities. Below are the 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 2015-2017 biennium. 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.

DAS does not track demographic information at this time.

<b>Type of Training</b>	<b># of People</b>
Career Enrichment Rotation (Internal to DAS)	<b>11</b>
Career Enrichment Rotation (External incoming to DAS)	<b>6</b>
Career Enrichment Rotation (DAS to other Agencies)	<b>7</b>
Lead Workers learning Management Practices	<b>46</b>
Work out of Class for Career Development	<b>49</b>
Team Lead Career Development	<b>33</b>

# Programs

## Internship Programs:

Volunteer and Paid Internship Opportunities: While DAS will provide voluntary opportunities within its divisions, there is currently no program in place and no demographic data collected. The purpose is to enhance the quality and quantity of services offered to our customers.

The DAS CHRO is introducing a pilot program in preparation of statewide implementation early spring of next year. CHRO will also be preparing a toolkit to accompany the policy, which will include things such as sample recruitment, job duties and position description, and an onboarding plan.

DAS is introducing a pilot program in the biennium 2017-2019 for the participants/managers who have completed the “Emerging Managers” class, which started this fall, 2016.

## 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:

- 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

**College/University Career/Job Fairs:** DAS recruitment staff attended the following career fairs in 2014-2015 which highlighted diversity:

- 2014 Diversity & Employment Fair
- 2014 Incite Career Fair;
- 2014 Hispanic Metro Chamber Job Fair;
- 2015 Hire Our Hero’s;

- 2015 Incite Career Fair;
- 2015 Hispanic Metro Chamber Job Fair;
- 2015 Diversity & Employment Fair;
- 2015 State Diversity Conference

### **Recruitment/Selection:**

Order of Recruitment Lists: 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 include women and/or people of color. 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.

Job Advertisements: Oregon State government has a current advertising broker contract with Hodes Talent LLC for advertising services related to job announcements. Hodes offers the SmartPost Job Distribution System. SmartPost has the ability to post jobs to thousands of job boards and includes a recommendation on which sites to utilize for a specific classification or audience. Announcements were also sent to Community Newsletters, Minority Newspapers and Periodicals such as Asian Reporter, Skanner, and Portland Observer. This is achieved by networking with the Governor’s Office of Diversity and Inclusion/Affirmative Action who sends out job announcements to their associates.

### **Diversity Awareness Programs:**

**DAS Diversity Council:** The DAS Diversity Council identifies needs and strategies for improvement, provides education and advocacy to and for DAS employees, and functions as an advisory group to DAS leadership so that DAS becomes a more culturally diverse organization. The Diversity Council also maintains a website on DASH where staff may read articles and find information about participating in workshops, events and meetings. The Council provides opportunities for employees to learn about diversity, increase awareness and embrace a welcoming environment. The Council also provides diversity awareness through communication in the agency’s monthly newsletter and “Did You Know” articles that are published once a month and event flyers are posted throughout the buildings.

**Annual Diversity Conference:** DAS was a key partner with ten other agencies in coordinating the 2015 22<sup>nd</sup> Annual Diversity Conference. This Conference provided an opportunity to attend a variety of workshops. In addition to Governor Brown providing the welcome and opening remarks for the conference and keynote speaker Tiana Tozer, the conference featured a host of provocative workshops, such as:

- Unmasking Unconscious Bias: Microaggression in the Workplace;
- Religion in the Workplace;
- Veteran’s Reintegration Back Into the Workforce: Myths and Stereotypes;
- Gay is for White People: Exploring Where Race and LGBTQ Experiences Intersect.

**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 offering 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 are 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.

**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:** In 2015 a senate bill was passed requiring DAS to develop and provide training for new board/commission members and executive directors of a small entity. To meet the requirement of the bill, a curriculum has been developed and is available within iLearn. The curriculum

contains 2 online courses and 1 classroom course. All of these courses must be completed within 6 months of the start date of a new board/commission member or the appointment as an executive director of a small entity. Only people who started or were appointed on or after 1/1/16 are required to complete the curriculum.

Here are brief descriptions of each course.

**Overview of Boards, Commissions, and Small Entities:** The purpose of this online course is to help new board/commission members and executive directors understand their role and responsibilities. The topics covered include an overview of state government, an overview of boards/commissions and small entities, general activities of boards/commissions, and operations and management.

**Oregon Government Ethics:** This online course provides an overview of the Oregon government ethics law (ORS 244). The topics covered include key definitions, who is considered a public official, use of position or office, private employment of public officials, conflicts of interest, gifts, and nepotism.

**New Board, Commission, and Executive Director Training:** The purpose of this classroom course is to provide best practices, current issues, and allow new board/commission members and executive directors to ask the experts on topics such as government ethics, public records and meetings law, human resources, procurement, payroll, etc. This is a 4-hour classroom course and will be offered quarterly.

	<b># Participants</b>	<b># Agencies</b>	<b># Female</b>	<b># Male</b>
<b>Leadership Oregon 2015</b>	<b>30</b>	<b>22</b>	<b>18</b>	<b>12</b>
<b>Leadership Oregon 2016</b>	<b>31</b>	<b>23</b>	<b>15</b>	<b>16</b>

# Executive Order 16-09 Updates

## **Respectful Leadership Training (Diversity, Equity & Inclusion):**

DAS continues to offer the Maintaining a Harassment Free and Professional Workplace training managers and supervisor. In this training, managers and supervisors will learn the definition of harassment, discrimination, and professional workplace behavior, understand what conversations and behaviors need to be avoided in the workplace, and become aware of and be able to reference the statewide policies on harassment, discrimination, and professional workplace behavior.

## **Statewide Exit Interview Survey:**

DAS encourages employees leaving the agency to participate in the Statewide Exit Interview Survey. Employees are invited to participate as part of the resignation process with the understanding the survey is conducted in a safe and non-threatening manner. It is comprised of a web-based survey tool that does not require identification. The survey covers such items as benefits; working conditions; opportunities for career advancement; quality and quantity of workload; and relationships with co-workers and supervisors. In the new plan year, DAS will analyze the information for positive and negative results, and strive to correct or minimize the negative results and report the findings to the Executive Team on a quarterly basis.

Results from the exit interview survey from previous the biennium, July 1, 2012 - June 30, 2014 were very minimal due to few employees participating in the survey. There was an increase of participation and response however, from the survey from 2014 through 2016. In the coming biennium, DAS will continue to develop a process that better captures all exiting employees and ensures reportable results.

## **Performance Evaluations of all Management Personnel:**

Performance evaluations are required on an annual basis for their effectiveness in achieving affirmative action objectives and initiatives. All position descriptions include the following statement:

“You are responsible to promote and foster a diverse and discrimination/harassment-free workplace; establish and maintain professional and collaborative working relationships with all contacts; contribute to a positive, respectful and productive work environment; maintain regular and punctual attendance; perform all duties in a safe manner; and comply with all policies and procedures. Working in a team oriented environment requires participative decision making and cooperative interactions among staff and management. You are to be aware of Affirmative Action and the department’s Diversity strategies and goals.”

DAS has determined through an agency review of processes that metrics were not developed to evaluate the manager on meeting the affirmative action goals. During the 2013-2015 plan year, Enterprise Human Resource Services added the following Cultural Competence section to all Management Service Performance Evaluations:

### Cultural Competence

Understands DAS’s affirmative action objectives and acts to achieve them as evidenced by:

- Attending diversity training, classroom or conferences
- Attending Diversity Council presentations
- Encouraging employees to attend training and events
- Reviewing diversity-related policies with staff
- Addressing and correcting diversity related conduct or issues with contractors and/or staff
- Engaging in outreach recruitment (e.g.; networking with other organizations to source potential applicants)
- Establishing diverse interview panels when filling vacancies.
- Other activities (specify)\_\_\_\_\_
- Promoting and fostering a diverse workforce and discrimination/harassment-free workplace. They recognize the value of individual and cultural differences and create a work environment in which individual differences are valued. They consistently treat customers, stakeholders/partners, co-workers with dignity and respect; value diverse viewpoints, and actively solicit and engage diverse groups in program planning and implementation.

*During this reporting period this manager (comments):*

- Outstanding                       Exceeds Expectations                       Meets Expectations
- Improvement Needed    Unsatisfactory

As the development of metrics to accurately measure this success continues in this plan year, DAS continues to encourage employees in growth and development of staff, participation at community outreach and agency events and incorporating the Agency’s vision and mission statements into everyday work products, encourage stronger informal mentoring/coaching programs and maintain progress toward AA/EEO goals as a key consideration of their performance.

# Status of Contracts to Minority Business

DAS is reporting the contracts awarded to Minority, Women, and Small Emerging Businesses (MWSEB) certified firms for the July 1, 2014 through June 30, 2016 reporting period. The reporting method used is consistent with the method used by the Office of Economic & Business Equity. 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 MWSEB firms compared to the total number of contracts DAS awarded to all firms during the reporting period. The full report of the MWSEB awarded contracts is attached as Appendix B.

**ISSUED BY DAS ONLY / ALL VERSIONS (INCLUDES AMENDMENTS etc.)**

**THIS SECTION COUNTS THE NUMBER OF CERTIFICATIONS, ONE FIRM MAY HAVE MULTIPLE CERTIFICATIONS, IF SO EACH WERE INCLUDED IN THE CALCULATION OF AWARDS**

		<b>% of Total</b>
# MBE Awards	3	1%
# WBE Awards	5	1%
# ESB Awards	22	4%
# DBE Awards	3	1%
<b>Total</b>	<b>33</b>	



**THIS SECTION COUNTS THE NUMBER AWARDS TO CERTIFIED FIRMS, USING PRIORITY RANK: MBE, WBE, ESB, DBE, AND ONLY COUNTS ONE CERTIFICATION PER AWARD BASED ON THE PRIORITY RANK**

		<b>% of Total</b>
# MBE ONLY Awards	3	1%
# WBE ONLY Awards	5	1%
# ESB ONLY Awards	17	3%
# DBE ONLY Awards	0	0%
<b>Total</b>	<b>25</b>	<b>5%</b>



**TOTAL # CONTRACTS ISSUED FOR DAS ONLY / ORIGINALS ONLY (DOES NOT INCLUDE AMENDMENTS etc.)**

**589**

**ESTIMATED CONTRACT VALUE ON NEW CONTRACT TO CERTIFIED FIRMS**

**7/01/2014 to 6/30/2016**

**\$75,864,646\***

**ESTIMATED CONTRACT VALUE ON NEW CONTRACT TO ALL SUPPLIERS**

**7/01/2014 to 6/30/2016**

**\$8,962,560,157\***

\* An Estimated Contract Value is placed on contracts when entered into ORPIN to estimate what the statewide usage of the contract will be over the life of the contract, so they often reflect high dollar values. However this is not guaranteed spend. In fact, there could potentially be no spend at all if none of the state agencies utilize the contract. Please keep this in mind when reviewing the dollar figures.

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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.
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 disable individuals. Hold hiring managers accountable for 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 polices 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.

1.

## **Department of Administrative Services**

**July 1, 2015 - June 30, 2017**

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# July 1, 2015 – June 30, 2017

## **Accomplishments:**

The Department of Administrative Services continues to work to create a diverse and multicultural organization. During the 2015-2017 plan and currently, DAS is accomplishing the following:

1. DAS continues to participate as one of the sponsors of the Statewide Diversity Conference. The number of DAS employees attending the conference has continued to increase over our five year involvement in the conference. This Conference provided an opportunity to attend a variety of workshops. In addition to two keynote speakers — Terrell Jones and Liegh Anne Jasheway — the conference featured a host of provocative workshops, such as:

- Religion in the Workplace
- Conversations on Race
- Emotional/Cultural Intelligence
- Compassionate Communication

2. Affirmative Action language continues to be included in all executive service and management service position descriptions and performance appraisals. Metrics are being developed to monitor success.

3. DAS participated in or attended several diversity events and conferences including but not limited to MLK Breakfast, Governor's Marketplace, Confederated Tribes of Grande Ronde Pow-Pow, OSHEN (Oregon State Hispanic Employee Network), Say Hey NW, and World Beat.

4. The DAS Diversity Council held several events with speakers, and published newsletter articles to encourage discussions among staff on topics such as policies, work environment, employment opportunities, work life, understanding differences and managing diversity concerns in the workplace.

5. All Management Service Performance Appraisal forms continue to include Cultural Competence objectives as follows:

Understands DAS's affirmative action objectives and acts to achieve them as evidenced by promoting and fostering a diverse workforce and discrimination/harassment-free workplace. Recognize the value of individual and cultural differences and the importance of creating a work environment in which individual differences are valued. Consistently treat customers, stakeholders/partners, co-workers with dignity and respect; value diverse viewpoints, and actively solicit and engage diverse groups in program planning and implementation. This cultural awareness was demonstrated by the following:

- Attending diversity training (classroom or conferences)
- Attending Diversity Council presentations
- Encourage staff to attend diversity training and events
- Reviewing diversity-related policies with staff
- Addressing and correcting diversity related conduct or issues with contractors and /or staff

- Engaging in outreach recruitment (e.g.; networking with other organizations to source potential applicants)
- Establishing diverse interview panels when filling vacancies
- Other activities (specify)

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

## **Progress Made or Lost During Previous Biennium:**

The Department of Administrative Services (DAS) will continue with the long term Affirmative Action goal 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)

DAS, as well as many other agencies, will soon experience a high number of retirements of “baby boomer” employees causing significant challenges to retain institutional knowledge and expertise while at the same time recruiting new employees with diverse experiences, education and backgrounds.

**1. GOAL:** Hiring, retaining and supporting an inclusive work environment focusing on women, minorities and people with disabilities.

### **STRATEGY:**

- 1.1 Enlist a pro-active approach to developing job postings to attract women, minorities and people with disabilities. Continue forwarding designated job announcements to Governor’s Office of Diversity and Inclusion and advertise vacant positions in a variety of minority newspapers, internet websites, other state agencies and college/university employment boards.
- 1.2 Partner with divisions to target recruitment efforts at career fairs and encourage networking at events in the community.
- 1.3 Consider rotations and developmental, volunteer and mentor/internship opportunities when filling vacancies with the intention of including and developing women, minorities and people with disabilities.
- 1.4 Promote an inclusive work environment that includes (i.e accessible buildings, flexible work schedules, employee focused communications, subscriptions to professional and trade journals and media on the walls that represents DAS’ employees and customers).
- 1.5 Ensure interview panels are diverse and represent protected-class groups, whenever possible
- 1.6 Encourage employees to seek feedback on missed opportunities for internal and external advancement.
- 1.7 Make a good faith effort to have all departing employees complete exit interviews. Analyze the information received from the exit interview survey and corrective action, if needed.
- 1.8 Monitor representation in protected classes and provide executive team quarterly statistical reports of gaps.

### **PROGRESS MADE OR LOST:**

During the 2013-2015 period, DAS was faced with the implementation of HB 2020, HB 4131, and HB 3165. This resulted in several employees being removed from management decreasing representation in one of the areas where DAS was already underrepresented. DAS is currently working to meet the intent of HB 3165 while retaining its commitment to retaining and hiring individuals of underrepresented categories in management as they become available. To facilitate meeting this goal, job announcements were sent to the Governor’s Office on Diversity and Inclusion for salary range 24 and above and hard to fill vacancies.

**2. GOAL:** Strive for compliance in achieving the affirmative action goals through managing and measuring performance, employee engagement in culturally enriched trainings and skill development.

**STRATEGY:**

- 2.1 Ensure staff performance appraisals are completed regularly and used to measure management multicultural activities and promotion of agency goals.
- 2.2 Guarantee all employees protection from intimidation, interference, or discrimination for filing an EEO/AA complaint or assisting in an investigation under agency policies.
- 2.3 Make certain staff members have access to training that keep employees invested and engaged in their jobs.
- 2.4 Continue to provide work out of class in an equitable manner for women, minorities and people with disabilities.
- 2.5 Continue identifying opportunities for staff succession planning.
- 2.6 Offer employees an avenue to provide suggestions and feedback to better understand their part in the success of the agency.
- 2.7 Ensure employees have access to internal resources, data and tools they need for success in their daily work.

**PROGRESS MADE OR LOST:**

With the implementation of HB2020, SB4131, and SB3165 and the reduction in management employees, completing employee performance appraisals in a timely manner has presented many difficulties. In this plan year, DAS is committed to re-evaluating and further developing the criteria used to measure success in this area.

- 3. **GOAL:** Promote an environment of respect and professionalism by maintaining harassment free and discrimination free workplace.

**STRATEGY:**

- 3.1 Respond quickly and decisively when our workplace polices are violated.
- 3.2 Ensure employees at all levels are given and receive equal and fair treatment and respect, and are equally charged with this mission.
- 3.3 Offer culturally enriched training, career growth and developmental opportunities to all employees on an equal basis.
- 3.4 These policies (Maintaining a Professional Workplace and Harassment Free Workplace) will be regularly reviewed and on-going training provided through the i-Learn system.

**PROGRESS MADE OR LOST:**

Through the DAS Diversity Council and the Governor’s Office on Diversity and Inclusion, information provided from other agencies and community based events was shared with DAS employees. Manager’s performance appraisals will include Affirmative Action compliance sections. Employees were trained in Maintaining a Professional Workplace and Professional Workplace: Confronting Workplace Bullying in order to help further inform individuals about intimidation, harassment, and the protections available to employees if they experience this type of behavior. DAS Enterprise Human Resource Services is providing diversity information to DASH – an internal intranet newsletter and attending workshops relating to cultural competency. DAS is also represented at the Governor’s Office of Diversity and Inclusion workshops on a monthly basis and is a statewide diversity conference board member.

# Department of Administrative Services

## Workforce Composition As of July 01, 2014 (starting of current plan period)

<b>TOTAL EMPLOYEES</b>	721	
<b>Percentage</b>		
<b>WOMEN</b>	317	43.96%
<b>PEOPLE OF COLOR</b>	97	13.45%
<b>DISABLED</b>	22	3.05%

## Workforce Composition As of June 30, 2016 (ending of current plan period)

<b>TOTAL EMPLOYEES</b>	790	
<b>Percentage</b>		
<b>WOMEN</b>	335	42.4%
<b>PEOPLE OF COLOR</b>	118	14.93%
<b>DISABLED</b>	24	3.03%

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06/30/16 STATISTICS - DAS EEO CATEGORY	TOTAL DAS EMP	WOMEN	WOMEN PARITY	WOMEN GOAL	WOMEN UNDER GOAL	PEOPLE OF COLOR	PEOPLE OF COLOR PARITY	PEOPLE OF COLOR GOAL	PEOPLE OF COLOR UNDER GOAL	PEOPLE W/DISB	PEOPLE W/DISB PARITY	PEOPLE W/DISB GOAL	PEOPLE W/DISB UNDER GOAL
01 MIDDLE MANAGEMENT (SR 24-30)	12	6	43.00%	5.1		1	13.60%	1.6	0.6	0	6.00%	0.7	0.7
02 UPPER MANAGEMENT (SR 31+)	69	25	36.60%	25.2	0.2	11	12.20%	8.4		1	6.00%	4.1	3.1
<b>A OFFICIAL/ADMINISTRATOR</b>	<b>81</b>	<b>31</b>	<b>38.27%</b>		<b>0.2</b>	<b>12</b>	<b>14.81%</b>		<b>0.6</b>	<b>1</b>	<b>1.23%</b>		<b>3.8</b>
02 COMMUNICATION/EDITOR	1	1	41.70%	0.4		0	9.00%	0		0	6.00%	0	
07 PURCHASING AGENT/ANALYST	37	24	43.20%	15.9		5	5.30%	1.9		1	6.00%	2.2	1.2
09 SOCIAL SCIENCE/PLANNER/RESRCHR	6	1	43.70%	2.6	1.6	1	10.00%	0.6		0	6.00%	0.3	0.3
10 PERSONNEL/EMPLOYMENT	39	31	57.60%	22.4		3	11.60%	4.5	1.5	3	6.00%	2.3	
12 COMPUTER ANALYST	199	37	32.40%	64.4	27.4	33	13.00%	25.8		6	6.00%	11.9	5.9
15 ACCOUNTING/FINANCE/REVENUE	58	37	53.00%	30.7		6	13.00%	7.5	1.5	0	6.00%	3.4	3.4
16 PROGRAM COORDINATOR/ANALYST	106	60	41.10%	43.5		12	9.50%	10		0	6.00%	6.3	6.3
<b>B PROFESSIONALS</b>	<b>446</b>	<b>191</b>	<b>42.82%</b>		<b>29</b>	<b>60</b>	<b>13.45%</b>		<b>3</b>	<b>10</b>	<b>2.24%</b>		<b>17.1</b>
02 ENGINEERING/CONSTRUCTION	7	3	19.30%	1.3	0.1	1	8.10%	0.5		0	6.00%	0.4	0.4
04 COMPUTER	3	1	36.00%	1		1	12.70%	0.3		0	6.00%	0.1	0.1
05 AUDIO-VISUAL	4	4	40.60%	1.6		0	9.20%	0.3	0.3	0	6.00%	0.2	0.2
<b>C TECHNICIANS</b>	<b>14</b>	<b>8</b>	<b>57.14%</b>			<b>2</b>	<b>14.28%</b>		<b>0.03</b>	<b>0</b>	<b>0.00%</b>		<b>0.7</b>
01 SECURITY OFFICER	2	0	44.20%	0.8	0.8	0	3.80%	0		0	6.00%	0.1	0.1
<b>D PROTECTIVE SERVICE WORKERS</b>	<b>2</b>	<b>0</b>	<b>0.00%</b>		<b>0.8</b>	<b>0</b>	<b>0.00%</b>			<b>0</b>	<b>0.00%</b>		<b>0.1</b>
00 ADMINISTRATIVE SUPPORT	99	73	70.30%	69.5		13	9.70%	9.6		5	6.00%	5.9	0.9
<b>ADMINISTRATIVE SUPPORT</b>	<b>99</b>	<b>73</b>	<b>73.73%</b>			<b>13</b>	<b>13.13%</b>			<b>5</b>	<b>5.05%</b>		<b>0.9</b>
03 TRADES/MAINTENANCE REPAIR	4	0	13.40%	0.5	0.5	0	9.10%	0.3	0.3	0	6.00%	0.2	0.2
04 PRINTING	16	6	32.60%	5.2		0	9.20%	1.4	1.4	2	6.00%	0.9	
05 MECHANIC/BOILER OPERATOR	24	1	12.50%	3	2	3	7.50%	1.8		0	6.00%	1.4	1.4
06 TRADES	11	1	11.50%	1.2	0.2	1	7.10%	0.7		2	6.00%	0.6	
<b>G SKILLED CRAFT WORKER</b>	<b>55</b>	<b>8</b>	<b>14.54%</b>		<b>2.7</b>	<b>4</b>	<b>7.27%</b>		<b>1.7</b>	<b>4</b>	<b>7.27%</b>		<b>1.6</b>
00 SERVICE MAINTENANCE WORKER	93	24	37.80%	35.1	11.1	27	11.60%	10.7		4	6.00%	5.5	1.5
1 SERVICE MAINTENANCE WORKER	93	24	25.80%		11.1	27	29.03%			4	4.30%		1.5
<b>TOTALS</b>	<b>790</b>	<b>335</b>	<b>42.40%</b>		<b>43.8</b>	<b>118</b>	<b>14.93%</b>		<b>5.6</b>	<b>24</b>	<b>3.03%</b>		<b>25.7</b>

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# Department of Administrative Services

**July 1, 2017 - June 30, 2019**

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**July 1, 2017– June 30, 2019**

## **Goals and Strategies**

The Department of Administrative Services (DAS) will continue with the long term Affirmative Action goal 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)

DAS, as well as many other agencies, will soon experience a high number of retirements of “baby boomer” employees causing significant challenges to retain institutional knowledge and expertise while at the same time recruiting new employees with diverse experiences, education and backgrounds.

- 1. GOAL: Hiring, retaining and supporting an inclusive work environment focusing on women, minorities and people with disabilities. Develop a more comprehensive new employee orientation which includes more information on policies that apply to diversity and professional workplace behavior.**

### **STRATEGIES:**

- 1.1 Enlist a pro-active approach to developing job postings to attract women, minorities and people with disabilities. Continue forwarding designated job announcements to Governor’s Office of Diversity and Inclusion and advertise vacant positions in a variety of minority newspapers, internet websites, other state agencies and college/university employment boards.
- 1.2 Partner with divisions to target recruitment efforts at career fairs and encourage networking at events in the community.
- 1.3 Consider rotations and developmental, volunteer and mentor/internship opportunities when filling vacancies with the intention of including and developing women, minorities and people with disabilities.
- 1.5 Promote an inclusive work environment that includes (i.e., accessible buildings, flexible work schedules, employee focused communications, subscriptions to professional and trade journals and media on the walls that represents DAS’ employees and customers).
- 1.6 Ensure interview panels are diverse and represent protected-class groups, whenever possible.
- 1.7 Develop a comprehensive onboarding process for all new employees.
- 1.8 Provide each new employee an orientation which includes information and discussion on policies that relate to diversity and professional workplace behavior.
- 1.9 Encourage employees to seek feedback on missed opportunities for internal and external advancement.
- 1.10 Make a good faith effort to have all departing employees complete exit interviews. Analyze the information received from the exit interview survey and corrective action, if needed.
- 1.11 Monitor representation in protected classes and provide executive team quarterly statistical reports of gaps.

2. **GOAL: Strive for compliance in achieving the affirmative action goals through managing and measuring performance, employee engagement in culturally enriched trainings and skill development.**

**STRATEGIES:**

- 2.1 Ensure staff performance appraisals are completed regularly and used to measure management multicultural activities and promotion of agency goals.
- 2.2 Guarantee all employees protection from intimidation, interference, or discrimination for filing an EEO/AA complaint or assisting in an investigation under agency policies.
- 2.3 Make certain staff members have access to training that keep employees invested and engaged in their jobs.
- 2.4 Continue to provide work out of class in an equitable manner for women, minorities and people with disabilities.
- 2.5 Continue identifying opportunities for staff succession planning.
- 2.6 Offer employees an avenue to provide suggestions and feedback to better understand their part in the success of the agency.
- 2.7 Ensure employees have access to internal resources, data and tools they need for success in their daily work.

3. **GOAL: Promote an environment of respect and professionalism by maintaining harassment free and discrimination free workplace.**

**STRATEGIES:**

- 3.1 Respond quickly and decisively when our workplace polices are violated.
- 3.2 Ensure employees at all levels are given and receive equal and fair treatment and respect, and are equally charged with this mission.
- 3.3 Offer culturally enriched training, career growth and developmental opportunities to all employees on an equal basis.
- 3.4 These policies (Maintaining a Professional Workplace and Harassment Free Workplace) will be regularly reviewed and on-going training provided through the i-Learn system.

# **Appendix A**

[http://www.oregon.gov/gov/policy/Documents/Federal\\_Affirmative\\_ActionTitleVII.pdf](http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_ActionTitleVII.pdf)

# **Appendix B**

[http://www.oregon.gov/gov/policy/Documents/State\\_Affirmative\\_Action.pdf](http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf)