



AFFIRMATIVE ACTION REPORT



Department of Administrative Services
OFFICE OF CULTURAL CHANGE 3/05/2025

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Executive Summary

This **Statewide Affirmative Action Report** reflects Oregon's commitment to fostering a fair and inclusive workplace where every individual has the opportunity to contribute and succeed. Behind every data point lies a person with unique experiences and perspectives, underscoring the need for policies that prioritize people-first principles. The report builds on the last biennial analysis, expanding on findings related to workforce diversity, retention, promotion trends¹, and procurement equity while addressing new data and systemic challenges.

Key Findings

- **Workforce Demographics**

Diversity in the state workforce continues to increase, particularly among underrepresented racial and ethnic groups. However, challenges persist in retaining and promoting employees from these groups, especially in leadership roles. Structural barriers, such as unclear career pathways and recruitment practices may contribute to these disparities.

Hiring Trends

Job hiring discrepancies persist for underrepresented racial and ethnic groups such as overrepresentation of administrative support and service roles and underrepresentation in professional positions, highlighting potential challenges in hiring and retention practices. These racial and ethnic disparities in job placement further emphasize systemic patterns requiring attention.

Promotion Rates

Overall promotion rates are declining, dropping from 9.8% in 2022-23 to 7.6% in 2023-24. This is a consistent pattern for all racial and ethnic groups.

Separation Rates

Overall separation rates (including voluntary and involuntary) are declining, dropping from 14.7% in 2022-23 to 11.7% in 2023-24. The higher separation rate may be reflective of paradigm shifts in the workplace caused by the COVID-19 pandemic. However, in 2023-24, separation rates were notably high among Black or African American employees, with Black men experiencing a separation rate of 16.8% and Black women at 18.1%.

¹ Findings and analysis begins on page 6 of this report.

Data Gaps

Limited data on gender for nonbinary employees and a slight increase in employees not disclosing race or ethnicity hinder efforts to fully understand workforce trends and develop targeted solutions.

- **Discrimination**

DAS developed a Case Management Investigations Report² in Workday for agencies to review their investigation case reports. This is the first report based on Case Management Investigations and will aid agencies with conduct mitigation efforts and ensure staff are appropriately managing workplace investigations. In July 2023 – November 2024, there were 610 complaints of discrimination and harassment reported. 24.7% related to harassment, 12.6% related to sexual harassment, and 12.1% related to discrimination.

- **Procurement**

The 2023 Oregon Disparity Study revealed significant disparities in state contracting, with minority- and women-owned businesses being awarded contracts at much lower rates than their availability, indicating systemic barriers. Similarly, local small and veteran-owned businesses face challenges competing with larger corporations, limiting their participation in public procurement.

Next Steps and Recommendations

1. Workforce Demographics

- Implement targeted retention strategies and transparent promotion criteria to address barriers for underrepresented groups, especially in leadership and professional roles.
- Address gaps in demographic data, such as nonbinary employee representation, and align workforce data with national benchmarks for improved clarity and analysis.
- Leverage insights from Employee Resource Groups (ERGs) and Affinity Groups to identify systemic challenges, inform policy and promote an inclusive workplace culture.

² In 2020, the Secretary of State produced an audit report that was critical of DAS's oversight of certain personnel complaints and investigations ([SOS audit report 2020-34](#), Discrimination and Harassment reviews). The Workday case management and investigation training requirements have been implemented according to [SB 692](#), passed during the 2023 legislative session.

- Evaluate and continue to improve recruitment processes to ensure equitable access to higher-paying and leadership opportunities for all employees.

2. Focus on Discrimination Prevention

- Continue reporting on harassment and discrimination complaints and use data insights to enhance workplace training, policies and procedures.

3. Procurement Equity

- Address disparities in people of color (POC)- and women-owned business participation in state contracting to advance equity in procurement practices.

Introduction

The **Statewide Affirmative Action Report** highlights the state of Oregon's ongoing efforts to comply with and advance affirmative action. Specifically, this report analyzes workforce demographic data spanning July 1, 2021, to June 30, 2024, focusing on employment trends by racial and ethnic group, gender, reported disability and military status as identified under Equal Employment Opportunity (EEO) and civil rights-related laws. Current workforce data does not include nonbinary employees, creating a critical gap in understanding the experiences and representation of gender-diverse individuals. Expanding data collection to reflect all gender identities is essential for fostering inclusivity.

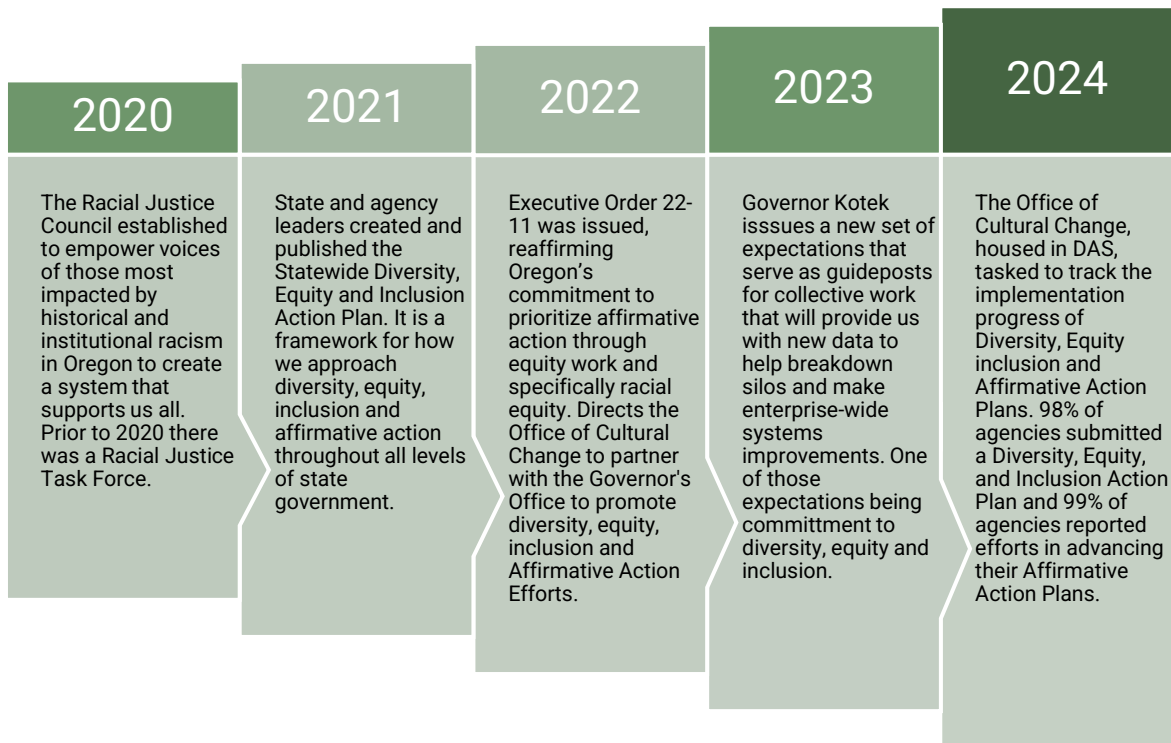
This report exists within the context of many significant paradigm shifts brought about by the COVID-19 pandemic in 2020. Public and private organizations worldwide faced new challenges that transformed workplace dynamics. According to the National Library of Medicine's article, *Paradigm Shifts Caused by the COVID-19 Pandemic*, these shifts affected job security, financial stability, remote work, employee well-being and career attitudes. During the same time, the state of Oregon adapted to these changes by embracing a people-first culture, improving customer service and recommitting to a vision for equity under new leadership.

Central to Oregon's commitment to embrace a people-first culture and to advance diversity, equity and inclusion is the **Office of Cultural Change (OCC)**. Established in response to the growing need for coordinated diversity, equity and inclusion efforts across the executive branch, the OCC plays a pivotal role in supporting state agencies. The OCC ensures that agencies align their Affirmative Action Plans (AAPs) with their diversity, equity and inclusion objectives, emphasizing actionable strategies for attracting, recruiting and retaining underrepresented groups. Guided by **Executive Order 22-11 (EO 22-11)**, the OCC also provides oversight, feedback and insights to drive meaningful progress toward a more equitable workforce.

This report is divided into three sections, each providing essential context and actionable recommendations:

1. **Workforce Demographics:** An analysis of year-over-year workforce trends, including demographic representation, hiring, promotions and separations.
2. **Discrimination in the Workplace:** A review of workplace discrimination data and its implications for equity and inclusion.
3. **Procurement Equity:** Outcomes and insights from the Procurement Equity Disparity Study.

Oregon remains steadfast in fostering a discrimination-free workplace, with racial equity as a central priority. This report represents another significant step in Oregon's journey toward greater equity, inclusion and accountability. Below, a timeline highlights milestones advancing equity between 2020 and 2024.



1. Workforce Demographics

Overview

Affirmative Action is about more than data; it's about putting people first and fostering a workplace that reflects the diverse perspectives, talents and experiences of our workforce. By embracing these differences, we strengthen our ability to serve all Oregon communities effectively. This report aims to identify areas where representation gaps exist, highlight successes, and provide insights to guide inclusive policies and practices.

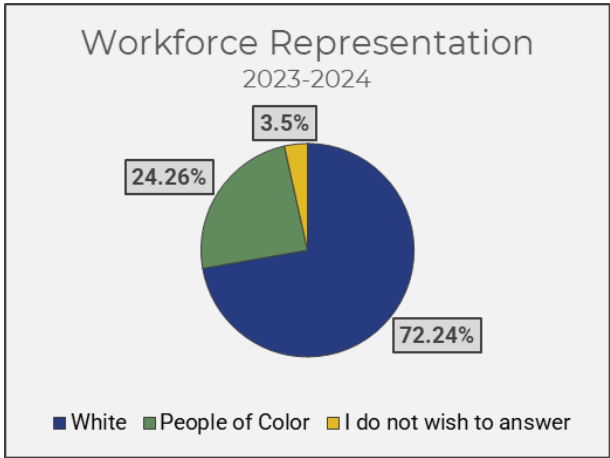
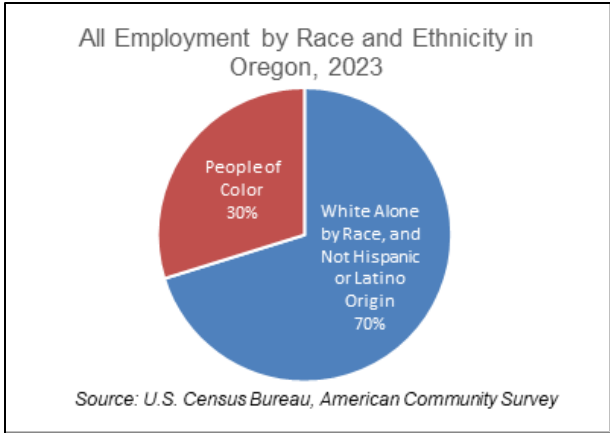
Affirmative Action data serves as a tool to:

- Identify trends in hiring, promotions and separations.
- Evaluate career growth opportunities.
- Inform outreach and recruitment, retention and promotion strategies to ensure inclusivity.

While Oregon has made strides in workforce diversity, the findings in this section underscore the need to address systemic barriers and promote equitable representation across all job categories.

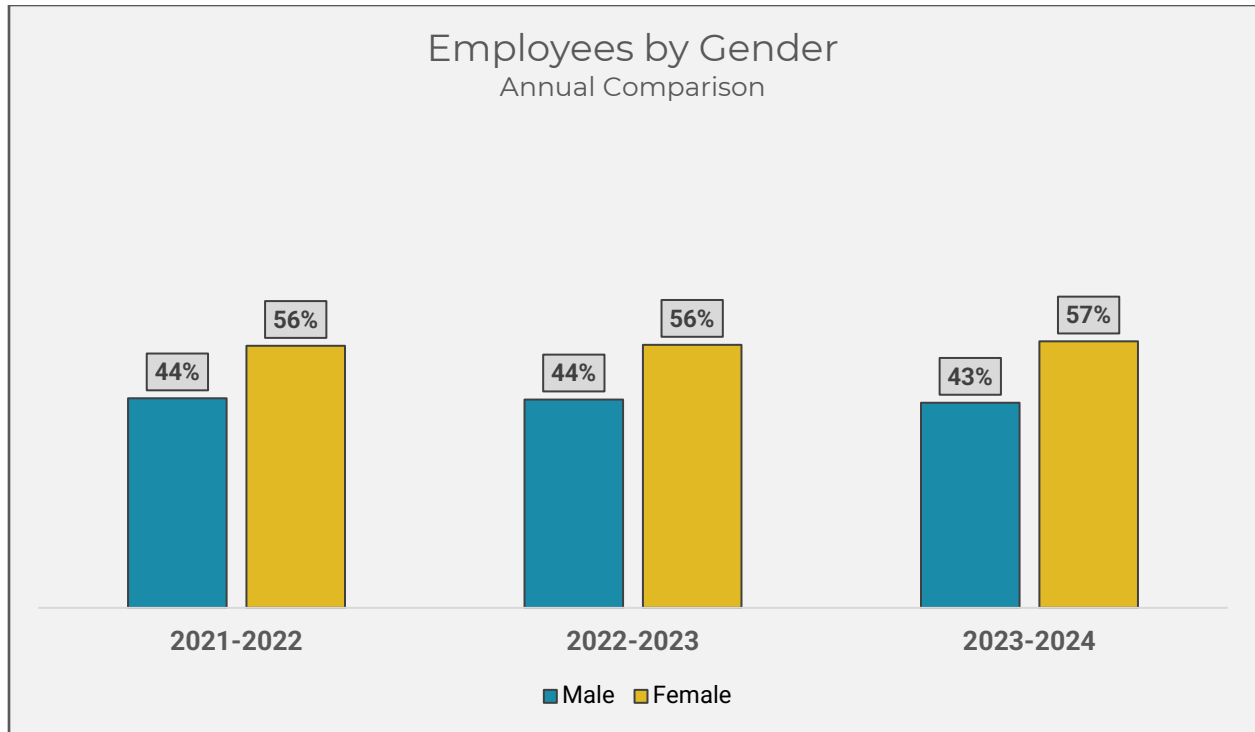
Oregon Labor Workforce

In 2024, the state of Oregon employed 46,557 workers, 24% of whom identified as POC. In a different measurement of the Oregon labor workforce, the U.S. Census Bureau found that 30% of employed workers identified as people of color in 2023. However, these figures cannot be directly compared, as the race and ethnicity categories differ in the state government and labor workforce analyses. Specifically, the labor workforce analysis is based on separate race and ethnicity categories and the state government analysis is based on a single race-ethnicity category. This highlights the need to study how race and ethnicity data is collected in Workday.



The state workforce aligns closely with broader labor force demographics in some areas, although gaps in race and ethnicity data reporting create challenges in understanding specific disparities.

Additionally, women accounted for 56% of state employees in 2023, compared to 47% of employed workers statewide (U.S. Census Bureau). This suggests that women are slightly more represented in state government roles than in the broader economy



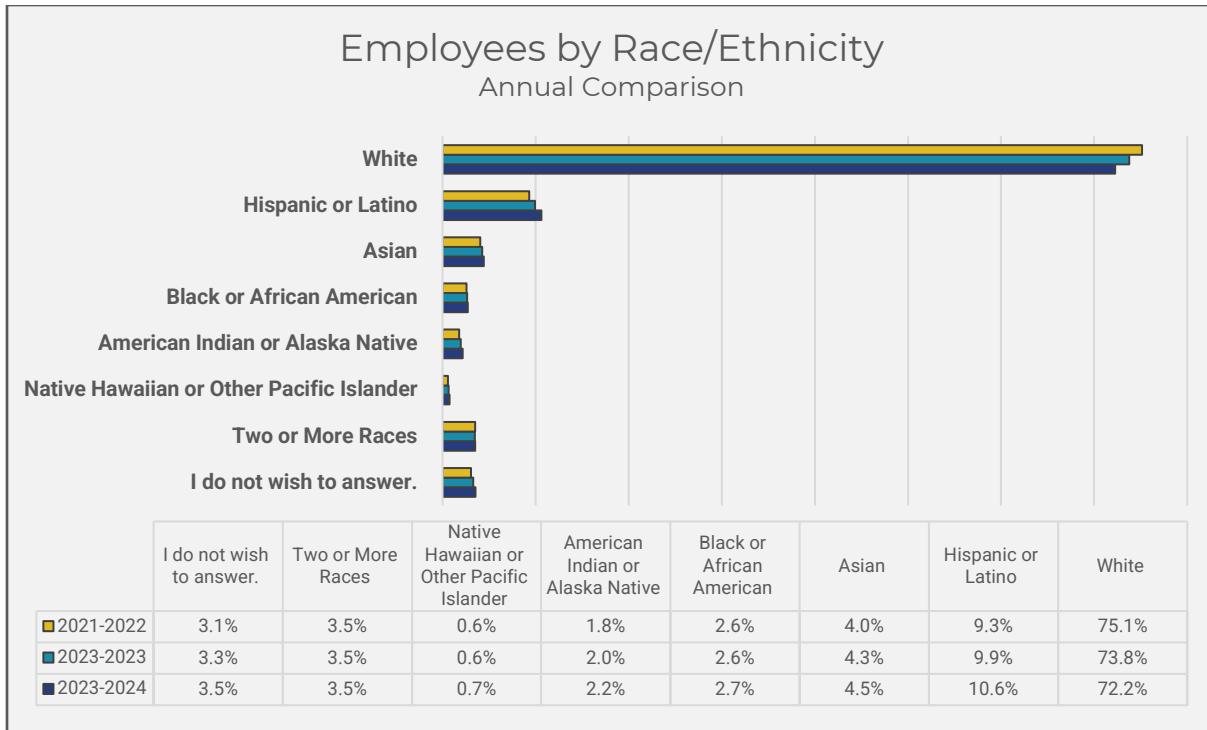
Trends by Race and Ethnicity

Representation

Over the past three years, Oregon’s government workforce has become more diverse, with increasing representation from underrepresented racial and ethnic groups. Some examples from the data collected include:

- **American Indian or Alaska Native employees:** Increased from 1.8% to 2.2%.
- **Hispanic or Latino employees:** Steady growth in overall representation (9.3% to 10.6%)
- At the same time, the percentage of white employees has decreased, consistent with broader demographic shifts.

A growing number of employees (up to 3.5% in 2023-24 from 3.1% in 2021-22) chose not to disclose their race or ethnicity. Addressing this trend by fostering trust and encouraging self-identification will help strengthen workforce equity efforts.



Job Category

Discrepancies persist for underrepresented racial and ethnic groups, including overrepresentation in certain job categories, that potentially highlight underlying systemic issues. Data collected in 2023-24 shows the following overall trends:

- **Paraprofessional roles:** Highest representation of POC.
- **Skilled craft roles:** Predominantly white (86.2%).
- **Leadership roles:** Overrepresentation of white employees in official and administrator categories, as well as in general management positions.

Unique group-level trends include:

- **American Indian or Alaska Native employees:** More likely to be in service and technician roles; underrepresented in professional positions.
- **Asian employees:** Well-represented in professional jobs but underrepresented in skilled craft and protective service roles, underrepresentation in leadership.
- **Black or African American employees:** Higher representation in officials and administrators but underrepresented in professional, skilled craft and service positions.
- **Hispanic or Latino employees:** Overrepresented in paraprofessional and protective service roles and underrepresented in official and administrator roles.

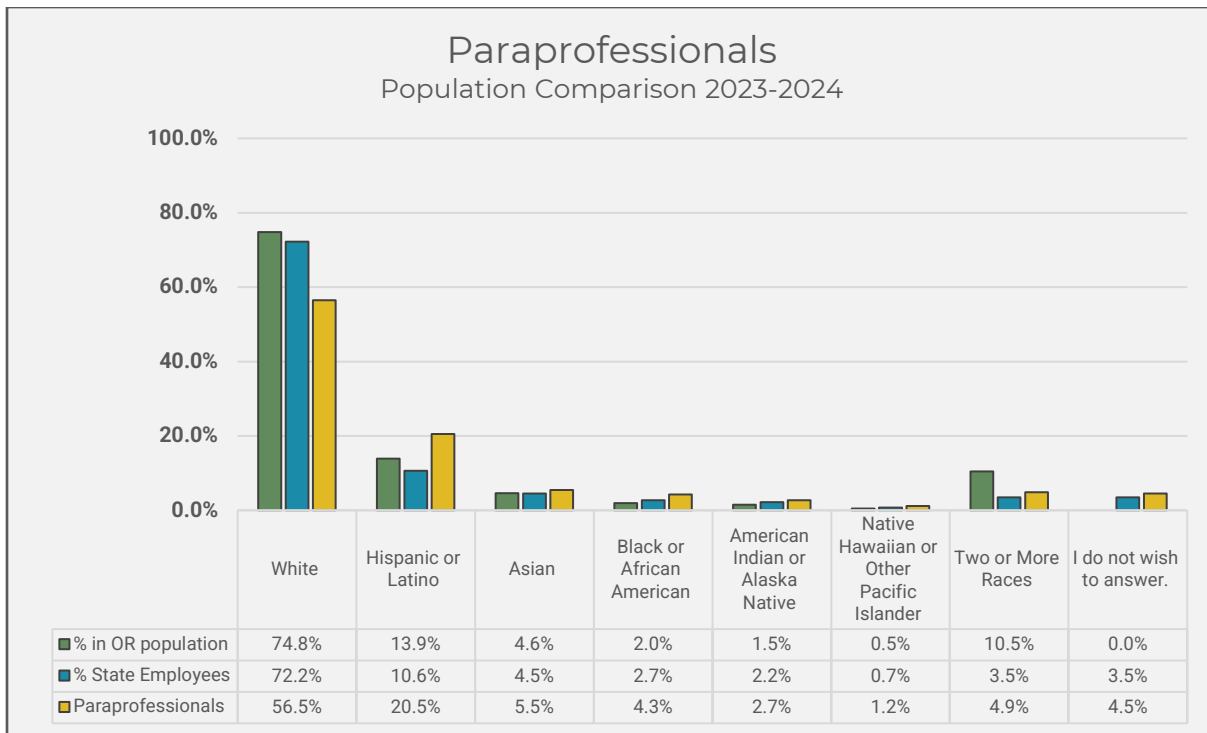
- **Native Hawaiian or Pacific Islander employees:** Overrepresented in technician roles but underrepresented in leadership and professional positions.

These trends suggest systemic factors, such as unclear career pathways, clustering within specific job categories and recruitment practices that limit exposure to a wider range of roles.

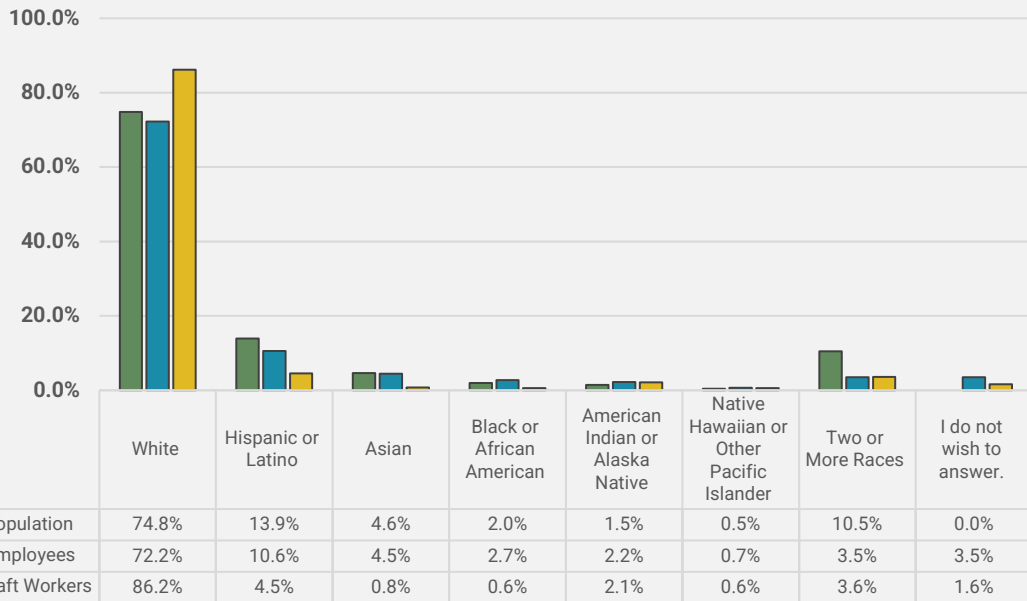
Job Placement: Are certain groups consistently placed in specific roles?

Equal Pay: Are disparities in compensation present across demographic groups?

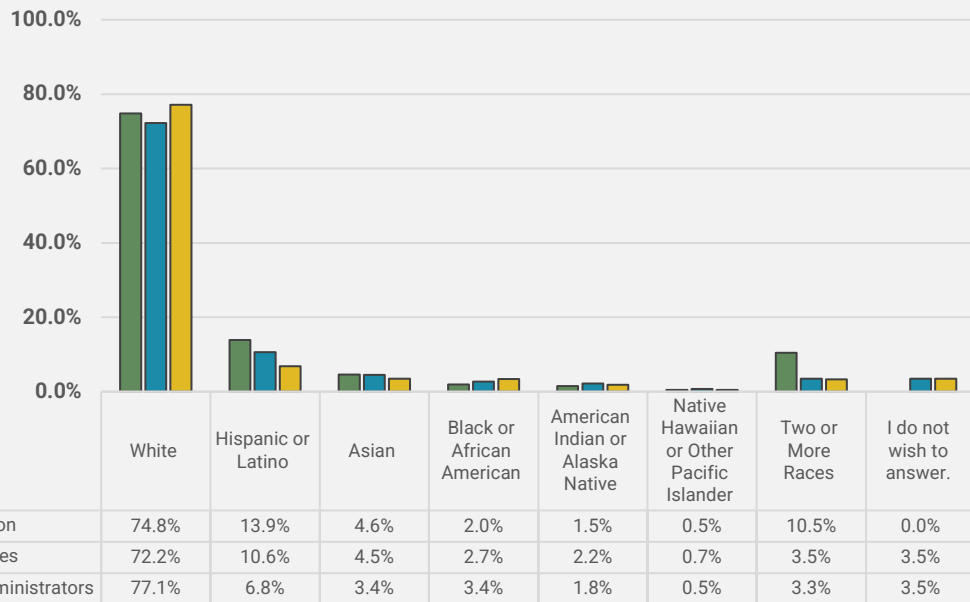
Career Growth: Do all groups have equitable opportunities for advancement?

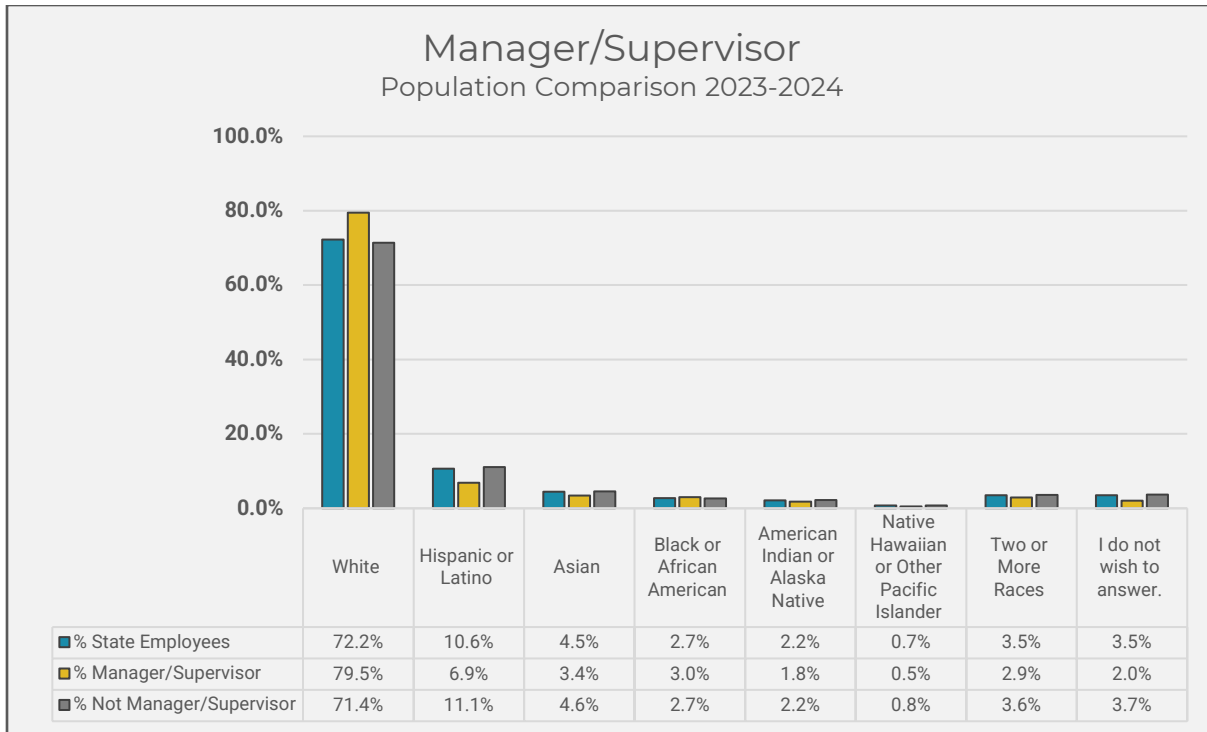


Skilled Craft Workers Population Comparison 2023-2024



Officials and Administrators Population Comparison 2023-2024





Hiring

Analysis of hiring data has revealed discrepancies between workforce composition and new hire placement. Over a three-year average, new hires account for 19% of total state employees annually. This reflects both a growing workforce with newly created positions, and higher turnover in certain job categories that require frequent replenishment.

Our hiring data show an overrepresentation among administrative support (17.9% of new hires vs. 14.4% of total positions) and service roles (9.7% of hires vs. 4.5% of total positions).

Oppositely, there is an underrepresentation among professional roles (32.3% of new hires vs. 45.9% of total positions). This may be reflective of better career paths or growth opportunities in professional jobs.

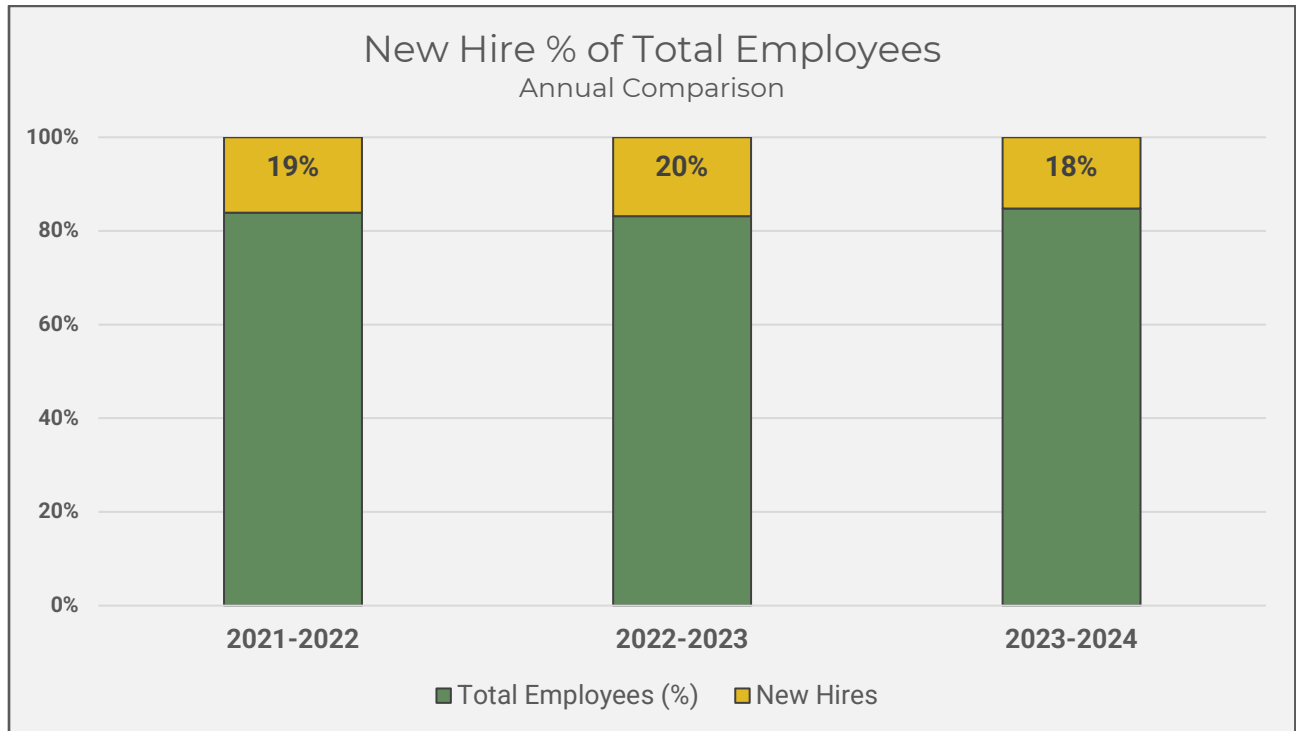
Finally, demographic patterns show that racial and ethnic groups are not evenly distributed across job categories. For example (see [appendix 4](#) for more details across all job categories):

- **Asian new hires:** Concentrated in Professional and Administrator roles; underrepresented in Skilled Craft and Service positions.
- **Native Hawaiian or Pacific Islander new hires:** Overrepresented in Technician roles but underrepresented in Professionals.

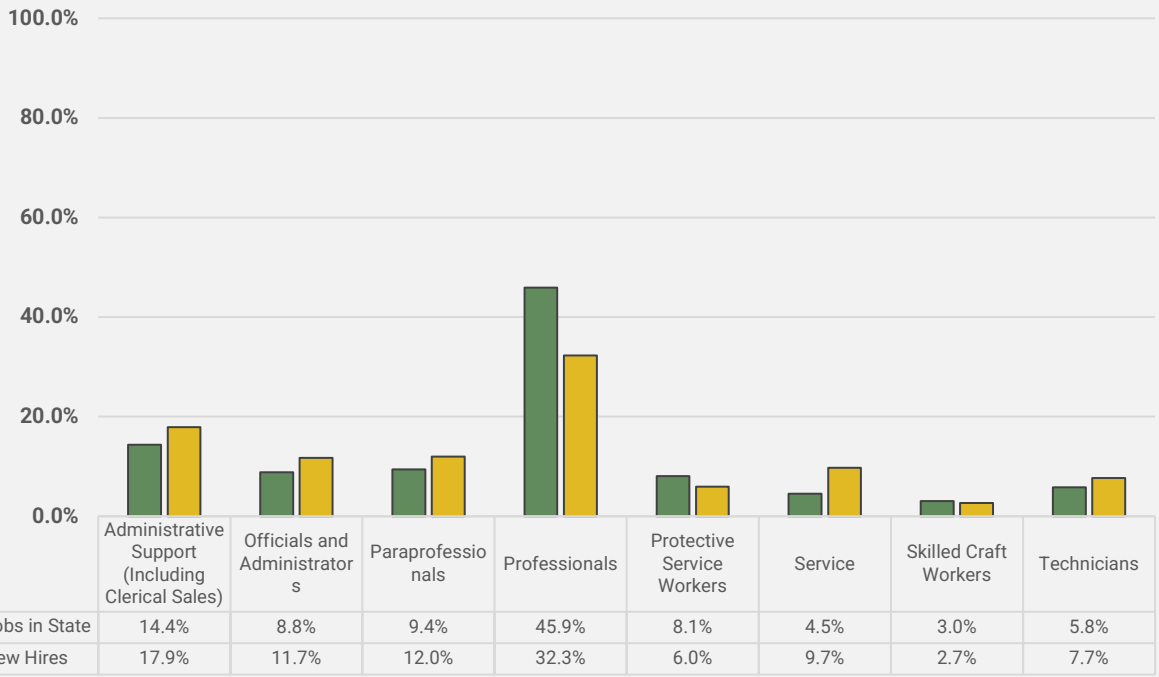
These hiring dynamics raise important questions about systemic challenges and recruitment practices.

Are job placement differences driven by separation rates, increased demand, or changes in role creation?

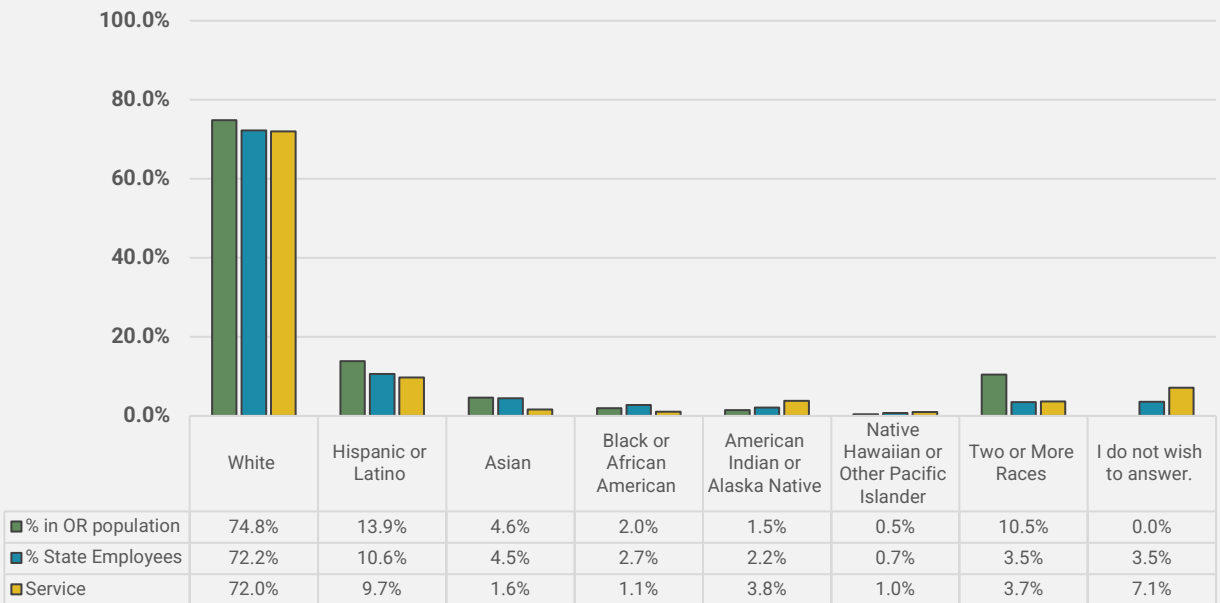
In 2023-24, there were 2,597 more employees than the previous year, indicative of new and newly filled positions. And while 8,362 people were hired in that same time period, 5,440 people were separating.

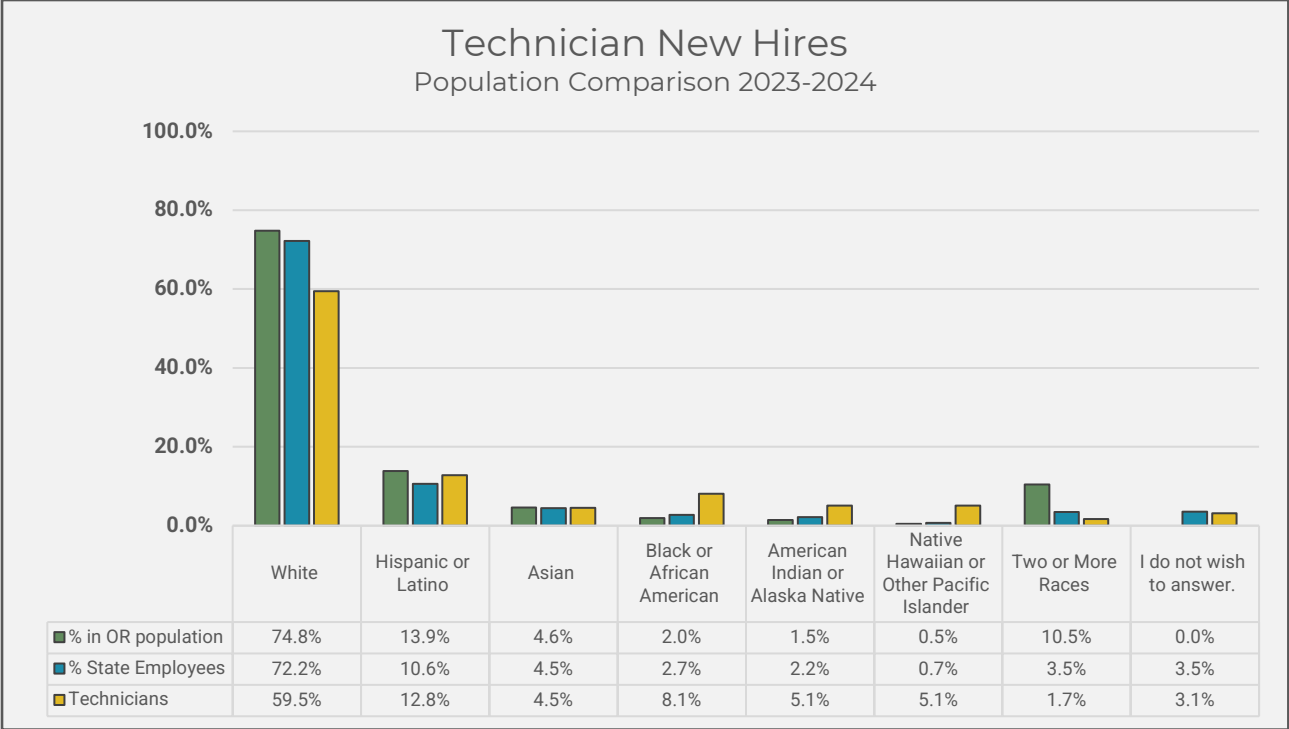


Jobs in State & New Hires Category Comparison (2023-2024)



Service New Hires Population Comparison 2023-2024



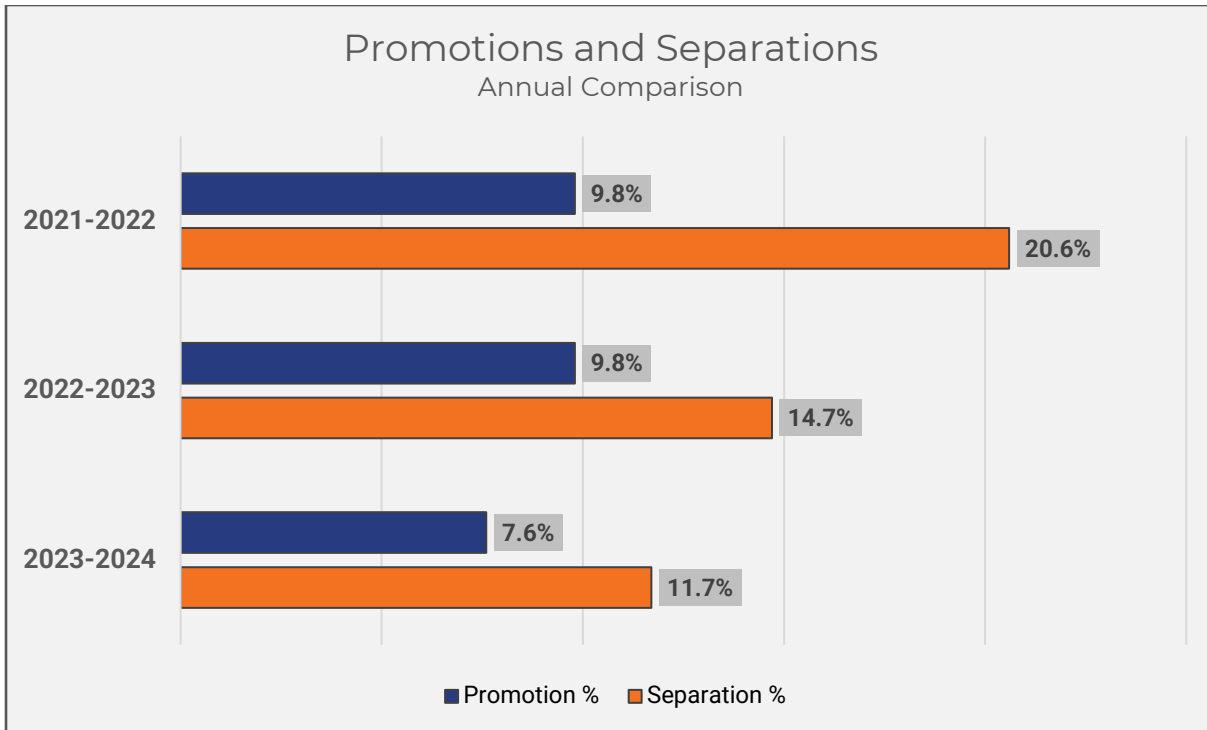


Promotions

Overall, the promotion rate has steadily declined over the past three years:

- **2021-22:** 3,662 - 9.7%
- **2022-23:** 3,855 - 9.8%
- **2023-24:** 3,156 - 7.6%

While the promotion rate has decreased, the gap between promotion and separation rate has decreased as well.



- **Hispanic Employees:**

- Hispanic employees consistently received a higher proportional promotion each year. While they represent 11.1% of the population, they received 12.8% of total promotions.

- **Native Hawaiian or Pacific Islander Employees:**

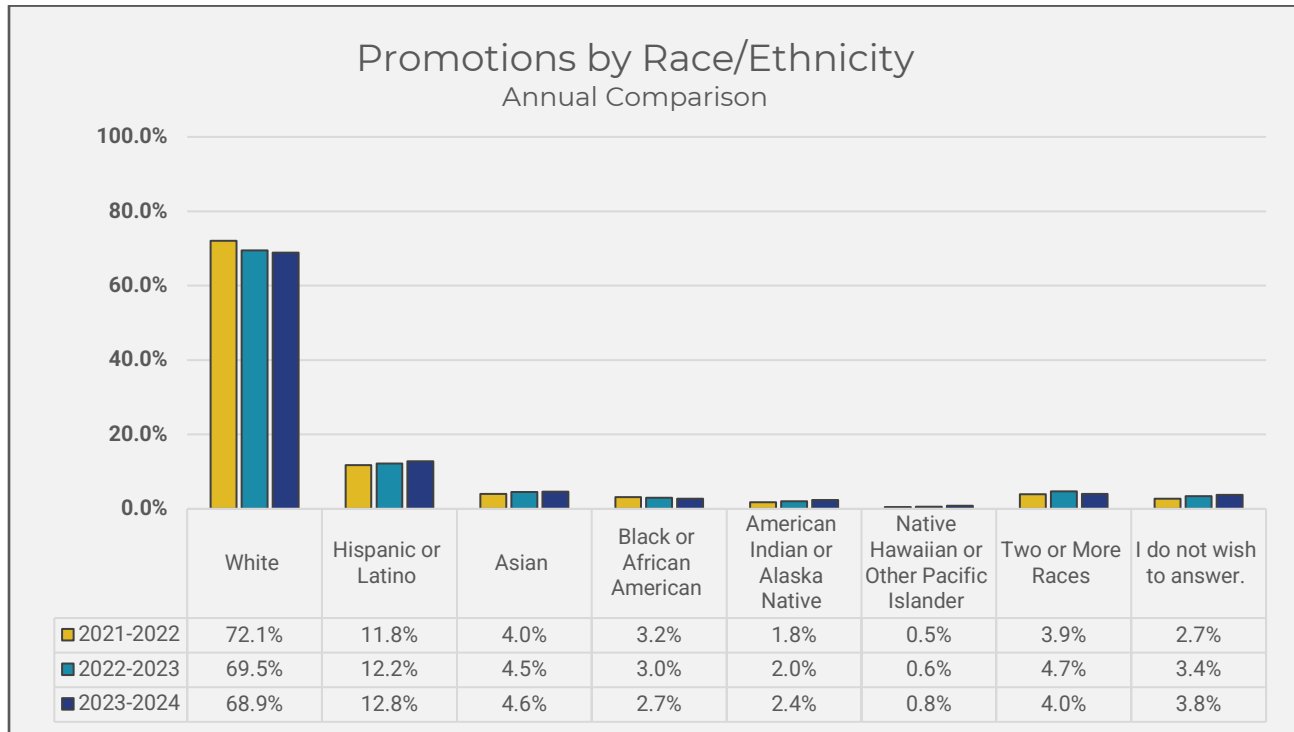
- This group experienced the lowest promotion rates in 2021-22 and 2022-23 and the second lowest in 2023-24 (24 promotions out of 325 employees). These numbers highlight potential systemic barriers and the need for targeted feedback to understand their experiences.

- **White Employees:**

- White employees had the lowest promotion rate (7.3%) in 2023-24, falling below the overall average, while still accounting for 69% of total promotions. This may reflect the overrepresentation of white employees in senior positions, which naturally offer fewer opportunities for further promotions. Understanding these dynamics could inform strategies to address structural limitations.

Promotion Considerations:

1. **What Defines a Promotion:** Are promotions consistently tracked and defined across agencies?
2. **Criteria and Processes:** How do the promotion criteria and decision-making processes impact different demographic groups?
3. **Barriers to Advancement:** Are there specific barriers that disproportionately affect underrepresented groups, such as access to mentorship or visibility within leadership pipelines?



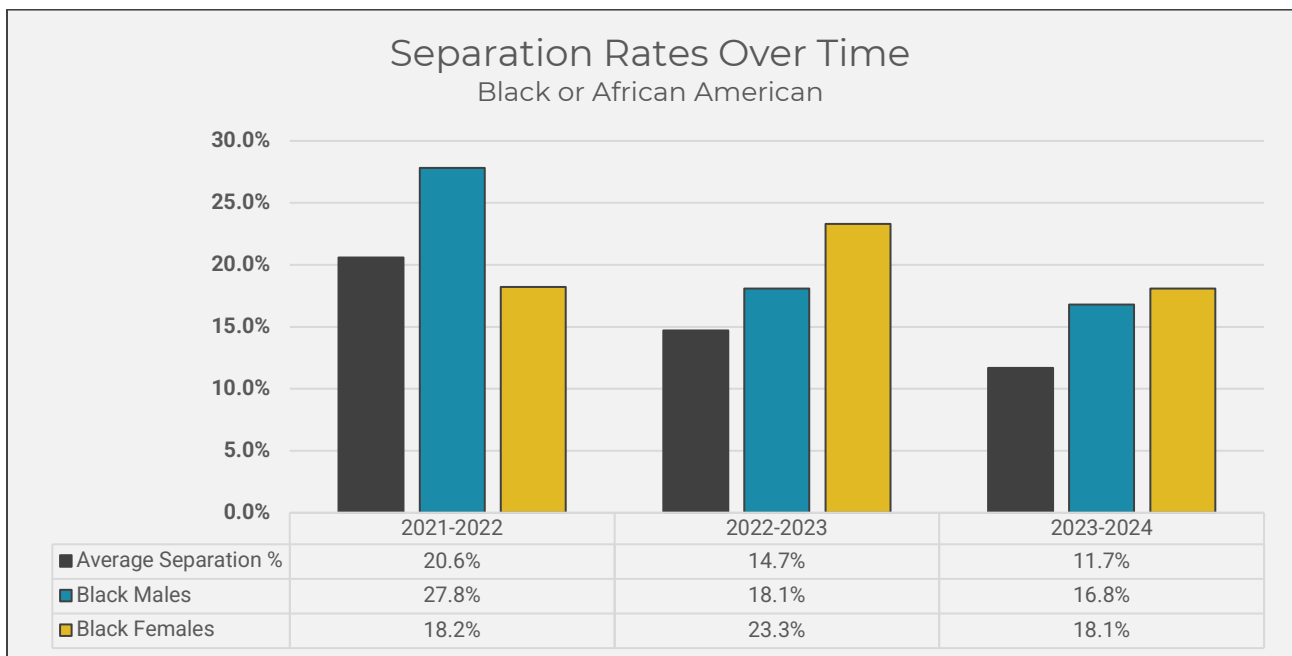
Separations

Separation rates among state employees have shown notable fluctuations over the past three years. The peak in 2021-22 aligns with broader post-pandemic transitions, including return-to-office (RTO) policies, which may have disproportionately affected retention:

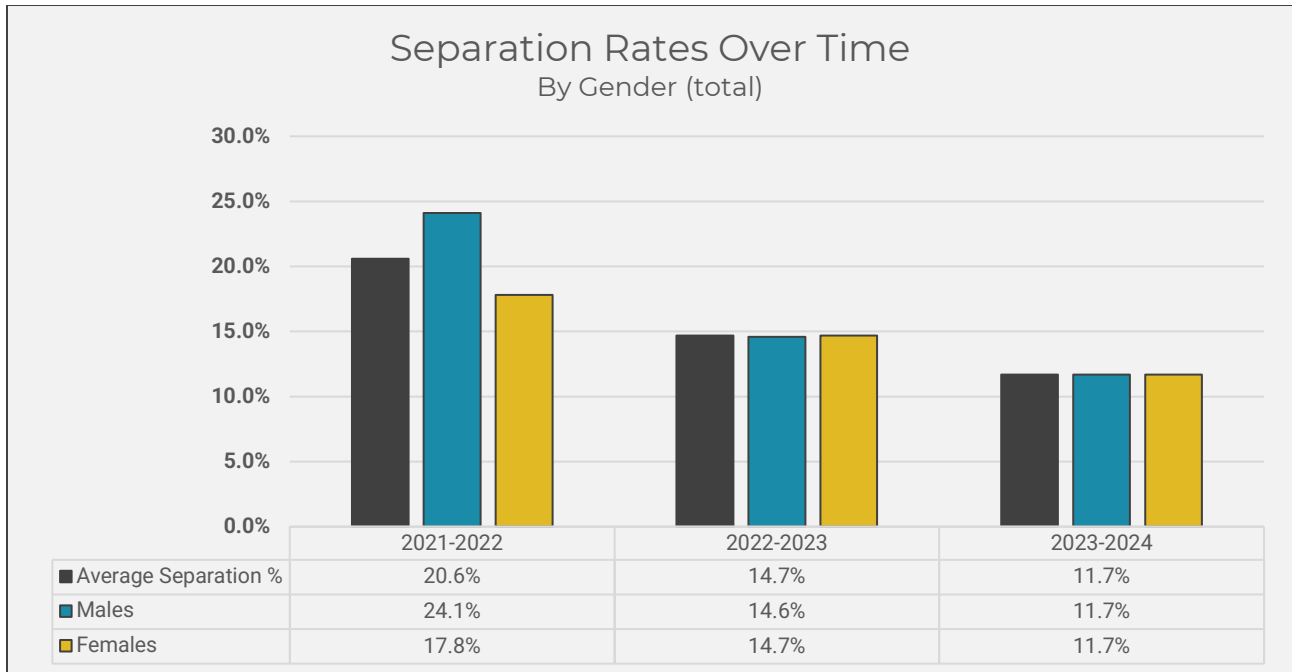
- **2021-22:** 8,664 – 20.6%
- **2022-23:** 6,446 – 14.7%
- **2023-24:** 5,440 – 11.7%

One of the most concerning trends is the consistently high separation rate for Black or African American employees, 22.8%, 20.7%, 17.5%³. These figures suggest that systemic barriers to the retention of Black or African Employees exist. Barriers may include workplace culture, limited advancement opportunities, or other unique challenges. Addressing these issues is critical to ensuring equitable retention.

Black or African American Employees: *The separation rate for Black males decreased from 27.8% to 16.8%, however, the separation rate for Black females has consistently remained at 18% or higher*



³ Figures can be found in Appendix 4: Separation by Percentage of Race/Ethnicity and Gender (2022-24)



Separation Considerations:

1. Pandemic Impact

- To what extent did the pandemic and related policies drive separation rates, and are these trends consistent with other states or industries?

2. Systemic Barriers

- What specific factors contribute to the higher turnover rates for Black or African American employees, particularly women?

3. Retention Strategies

- How effective are current retention strategies and what targeted approaches can improve outcomes for underrepresented groups?

Trends by Military Status

Representation

The proportion of state employees identifying as having military status declined over the three-year period. In 2021-22, 7.11% of the workforce reported military status, decreasing to 6.87% in 2022-23 and further to 6.54% in 2023-24.

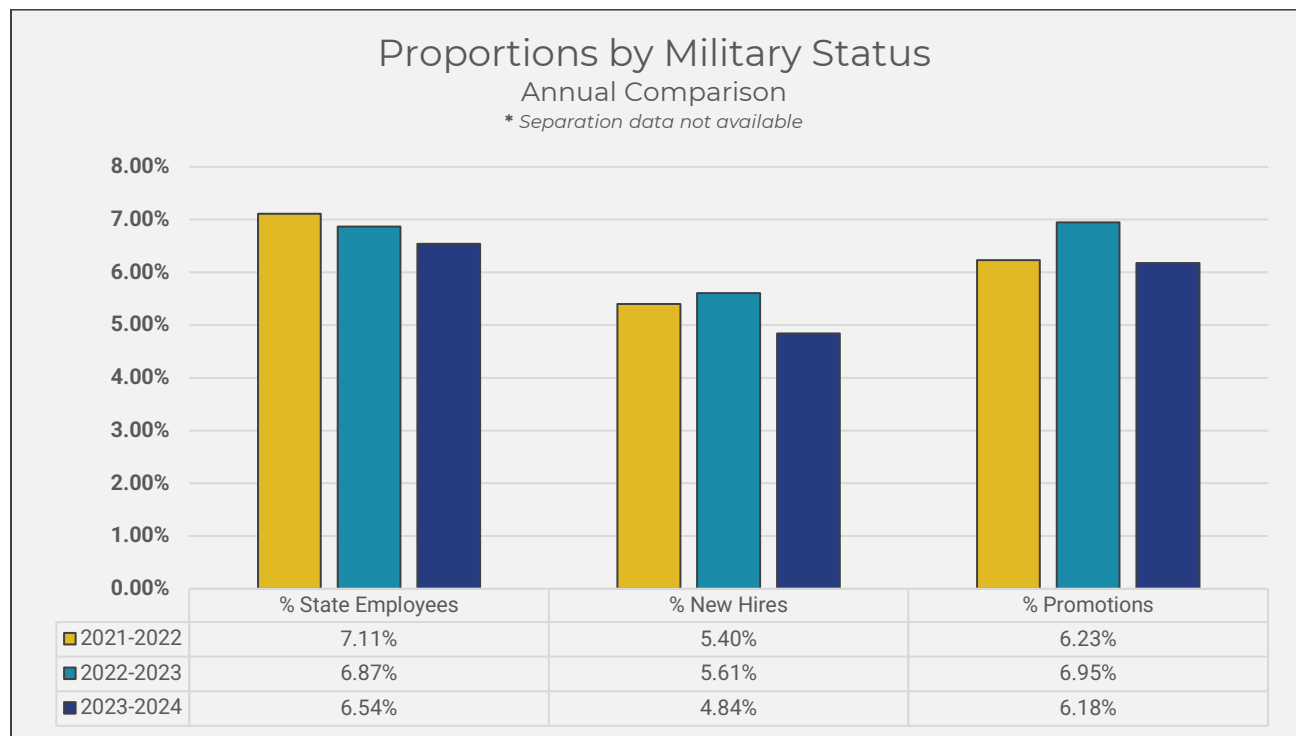
Hiring

The proportion of new hires with military status also declined over the three-year period. In 2021-22, 5.40% of new hires identified as having military status, increasing slightly to

5.61% in 2022-23 before dropping to 4.84% in 2023-24. This represents a downward trend, with the proportion of military new hires falling below 5% in the most recent year.

Promotions

The percentage of promotions awarded to employees with military status fluctuated slightly over the three years. In 2021-22, 6.23% of promotions were awarded to employees with military status, increasing to 6.95% in 2022-23 before decreasing to 6.18% in 2023-24. While the proportion has varied, it remains relatively close to their overall workforce representation.



Trends by Disability Status⁴

Representation

The proportion of state employees reporting disabilities experienced a slight but consistent decrease over the three-year period. In 2021-22, employees with disabilities accounted for 2.46% of the workforce, decreasing to 2.36% in 2022-23 and further to 2.33% in 2023-24. While the overall percentage declined, the trend suggests relatively stable representation with minor year-to-year fluctuations.

⁴ Disability status is optional to report, and numbers are likely underreported.

Hiring

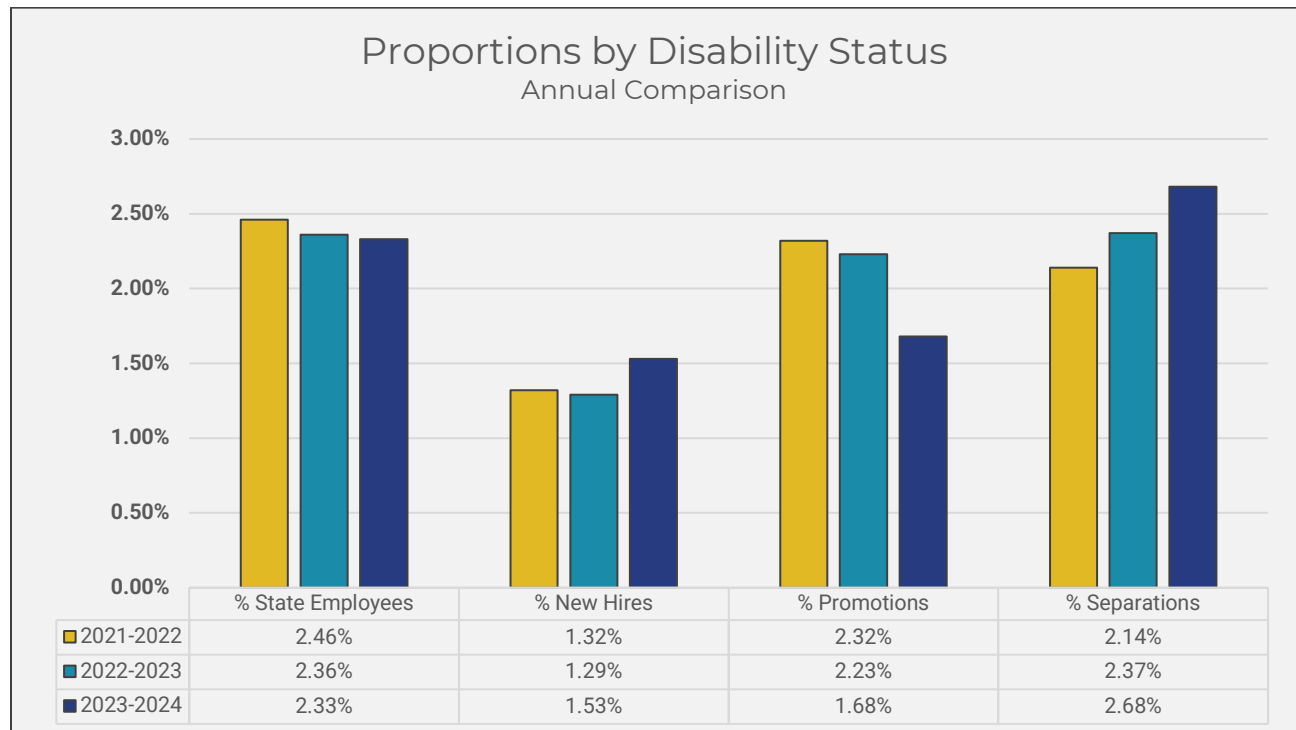
The proportion of new hires reporting disabilities demonstrated a modest increase over the three years. In 2021-22, employees with disabilities made up 1.32% of new hires, dipping slightly to 1.29% in 2022-23 before rising to 1.53% in 2023-24. This upward trend in the most recent year indicates a small improvement in the representation of employees with disabilities among new hires, though their proportion remains lower compared to their overall workforce representation.

Promotions

The proportion of promotions awarded to employees with disabilities steadily declined across the three years. In 2021-22, 2.32% of promotions were awarded to employees with disabilities, dropping to 2.23% in 2022-23, and further to 1.68% in 2023-24. This represents a noticeable decline in promotion rates for employees with disabilities over the observed period.

Separations

The proportion of employees with disabilities separating from the workforce increased consistently over the three-year period. In 2021-22, employees with disabilities accounted for 2.14% of separations, rising to 2.37% in 2022-23 and further to 2.68% in 2023-24. This upward trend highlights a steady increase in the percentage of separations among employees with disabilities.



Data Gaps

Key Challenges in Data Collection and Comparisons

1. Differences in Race and Ethnicity Categories:

Labor Force data, based on U.S. Census categories, separates race and ethnicity, while Affirmative Action data combines them. This inconsistency complicates direct comparisons and may obscure meaningful insights.

Additionally, the Affirmative Action tables lack an "Other Race" category, which accounts for 5.3% of the Labor Force. It is unclear if these individuals are merged into other categories or excluded entirely.

2. Multiracial Identification Discrepancies:

Affirmative Action tables show only 3.5% of employees identifying with two or more races, compared to 12.5% in the Labor Force data. This significant difference raises questions about data collection methods and whether individuals with multiracial identities are being undercounted.

3. Missing and Non-Disclosure Data:

The "I do not wish to answer" category represents 3% of the workforce in Affirmative Action data but is not a category in Labor Force data. This difference introduces further challenges in aligning the two data sets.

4. Nonbinary Employee Data:

The Nonbinary question is an optional self-identification question for employees. As a result, the reported figures are expected to be small due to the limited population size and voluntary nature of the data collection. Additionally, the figures presented may be underreported, as participation is not mandatory. This limits the completeness of the dataset and should be considered when interpreting trends. To provide a more comprehensive analysis, we plan to supplement this data next year with both quantitative and qualitative insights, to ensure more holistic understanding of representation and workforce trends.

5. Standardization Issues:

The lack of standardization between Affirmative Action data and Labor Force statistics highlights the need to align categories, potentially using frameworks such as OHA's REALD/SOGI standards for health data. Standardization would improve data comparability and provide more actionable insights.

Next Steps

1. **Conduct Root Cause Analysis**

Investigate the underlying drivers of separation rates through focus groups, exit interviews and employee surveys, particularly for Black or African American employees.

2. **Benchmarking and Comparative Analysis**

Compare separation rates with other states and industries to contextualize trends and identify best practices.

3. **Enhance Retention Strategies**

Develop targeted retention programs that focus on workplace culture, advancement opportunities and support for underrepresented groups.

4. **Improve Data Collection**

Expand data systems to include nonbinary employees and ensure accurate reporting on all demographic groups.

2. Discrimination in the Workplace

Overview

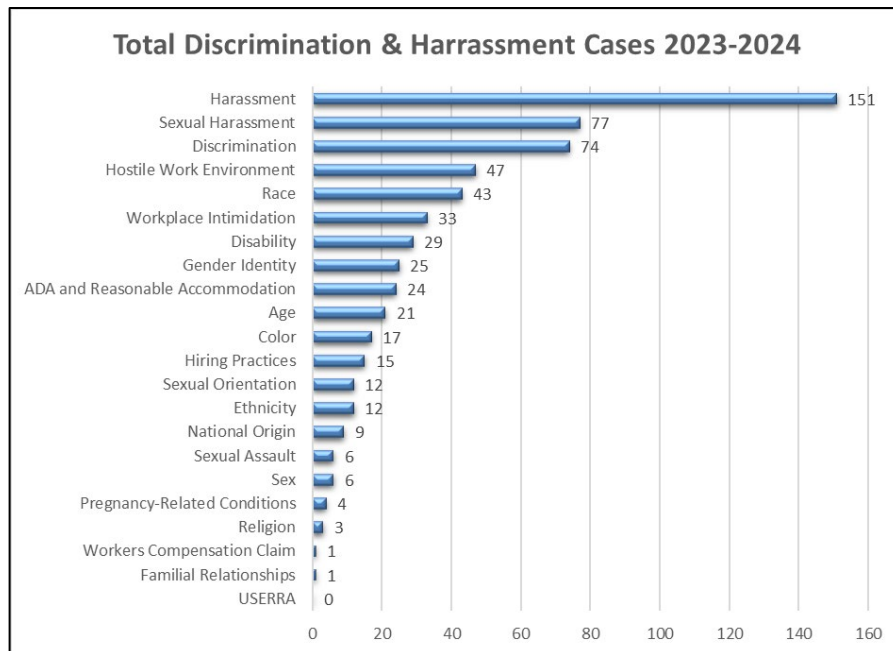
Affirmative Action efforts play a crucial role in reducing the risk of workplace discrimination and fostering an inclusive environment. Successful Affirmative Action Plans not only contribute to recruitment and retention of diverse employees but also enhance organizational culture and equity. Tracking discrimination complaints is essential for assessing progress and identifying areas that require further improvement.

In 2020, the Secretary of State's 2020-34 (SOS audit report 2020-34) highlighted deficiencies in DAS' oversight of personnel complaints and investigations related to discrimination and harassment. In response, DAS implemented a statewide case tracking system and created a Case Management Investigations Report within Workday to track investigations more effectively. These efforts align with SB 692, passed in 2023, which mandates data collection and training requirements for workplace discrimination and harassment investigations. DAS Chief Human Resources Office (CHRO) has made great strides to address the concerns in the 2020 SOS audit and SB 692 and is continuously improving the system.

Findings

While the process for collecting and analyzing data from the Case Management Investigations report is still evolving, DAS has made substantial progress since the 2020 audit. However, challenges remain due to reliance on human input and agency-wide compliance.

- **Complaint Claim Data** (July 2023 – November 2024)
 - Over this period, 610 complaints of discrimination and harassment were reported. This chart shows the category of allegations:



Highlighting the top three categories: 225 cases (36.8%) relate to General Harassment or Discrimination, while Sexual Harassment was the most specific reported category with 77 cases (12.6%).

These numbers highlight challenges in creating a workplace free from discrimination and harassment. Although trends cannot yet be established due to limited historical data, this preliminary data underscores the importance of ongoing improvement and further analysis.

Next Steps

To build on these findings and address identified challenges, the following actions are recommended:

- Analyze statewide data for disproportionate complaints within respective agencies and supply analysis of trends across the statewide enterprise. This analysis can identify patterns and underlying barriers that need to be addressed.
- Continue training programs developed in 2024, for state agency managers and human resources staff, on appropriately addressing claims of misconduct (investigation, documentation and accountability measures). This

includes training material on trauma awareness within workplace investigations. Other areas of training to explore include:

- Enhanced training on responding to complaints of discrimination and harassment.
 - Developing resources designed to reduce discriminatory and harassing behaviors in the workplace.
- Continue to evaluate existing reporting channels within agencies and provide suggestions to enhance processes to strengthen accessibility, confidentiality and effectiveness in addressing complaints. The last review on agency processes was completed in 2024. As technology advances present new opportunities, DAS will continue to supply a nimble reporting structure that ensures the confidence and confidentiality of misconduct communications.
 - Continue to partner with the Department of Justice and Bureau of Labor and Industries to ensure policies reflect the current legislative and legal requirements to workplace discrimination and harassment. Ensure statewide policies clearly reflect the legal descriptions of unacceptable behaviors and employee responsibilities in maintaining a discrimination and harassment free workplace.
 - Develop targeted trainings and promising practices for categories with higher complaints of misconduct, such as discrimination, harassment, and hostile work environments to reinforce prohibited behavior and raise awareness of how to report claims of misconduct.
 - Establish measurable goals for reducing substantiated claims of discrimination and harassment and explore how to improve workplace inclusivity. Compare internal progress with national or industry benchmarks to evaluate effectiveness.
-

3. Procurement Equity

Background

The **Office of Procurement Equity** was established through a collaborative effort among the Governor's Office, Racial Justice Council, state agencies and legislative leaders to address inequalities in state contracting and procurement. Two significant bodies of work for the Office of Procurement Equity include implementation of the Governor's Executive Order for Procurement Equity and the **2023 Oregon Disparity Study**, published in Nov. 2023. The Disparity Study further informs the office's work, offering insights into barriers faced by POC, woman- and service-disabled veteran (SDV)-owned businesses. These findings guide strategies to promote equitable participation in state procurement processes.

Findings

The **2023 Oregon Disparity Study** evaluated \$3.2 billion in contracts and procurements awarded by executive branch agencies from **July 1, 2017, to June 30, 2022**. This analysis measured the availability and participation of POC-, woman-, and SDV-owned businesses and identified disparities in their access to state contracting opportunities.

Availability Analysis

The study estimated the proportion of businesses owned by POC and women available to perform state work, using a custom census approach:

- **White woman-owned:** 18.6%
- **Asian American-owned:** 8.3%
- **Black American-owned:** 0.5%
- **Hispanic American-owned:** 5.1%
- **Native American-owned:** 1.5%
- **Total POC-owned:** 15.3%
- **Total POC- and woman-owned:** 33.9%

Utilization Analysis

The study examined the participation of these businesses in state contracts during the same period:

- **White woman-owned:** 6.6%

- **Asian American-owned:** 1.0%
- **Black American-owned:** 0.1%
- **Hispanic American-owned:** 2.0%
- **Native American-owned:** 1.3%
- **Total POC-owned:** 4.3%
- **Total POC- and woman-owned:** 10.9%

Disparity Analysis

Substantial disparities were observed for several groups, indicating underrepresentation in contracts awarded during the study period. The **2023 Disparity Study** provides recommendations to address these disparities in a legally defensible manner, including the potential use of race- and gender-conscious measures under guidance from Oregon's Department of Justice.

Summary

Racial and Ethnic Disparities: Minority-owned businesses are awarded contracts at significantly lower rates compared to their availability, highlighting systemic barriers in public procurement processes.

Gender Disparities: Women-owned businesses face similar challenges, with a substantial gap between availability and utilization in state contracting.

Small Business/Veteran-Owned Disparities: Local small and veteran-owned businesses struggle to compete with larger corporations, limiting their participation in state procurement opportunities.

Recommendations

1. **New Businesses:**

Encourage participation by newly established small businesses.

2. **Small Business Set-Asides:**

Allocate certain projects exclusively for small business bidding.

3. **Future Disparity Studies:**

Continue conducting regular studies to track progress and adjust strategies.

4. **Alternate Teaming Arrangements:**

Facilitate partnerships between small and large firms to improve access.

5. **Overall POC-/Woman-Owned Business Targets:**

Establish overarching goals for participation in state contracts.

6. **POC-/Woman-Owned Business Contract Goals:**

Set specific contract award targets for POC- and woman-owned businesses.

Conclusion

This **Statewide Affirmative Action Report** reflects Oregon's ongoing commitment to fostering diversity, equity and inclusion across the executive branch workforce. This report serves as a resource for understanding the value of affirmative action and provides agencies with actionable insights to develop policies and programs that promote inclusivity and equity.

Accountability and Progress

The Office of Cultural Change has played a central role in supporting executive branch agencies in advancing their diversity, equity, inclusion and Affirmative Action efforts. Through the review of Affirmative Action Plans (AAPs), the office ensures that agencies align their workforce demographic data with actionable strategies to attract, recruit and retain underrepresented groups. In the most recent Oregon Agency Expectations progress report (July 1, 2024 – Sept. 30, 2024), 99% of agencies reported their affirmative action efforts, demonstrating a strong foundation for continued progress.

Current Activities

In addition to the support provided by the Office of Cultural Change, there are other efforts happening throughout the enterprise which aim to close disparity gaps while improving general state practices to become more equitable.

For example:

1. Career Mobility Project

In 2023, the state of Oregon partnered with Uplift Oregon and SEIU 503 to create a program that would help address labor vacancies in traditionally hard-to-fill positions. The program, named Career Mobility, launched its first cohort focused on Accounting and Tax Auditor vacancies. 24 current state employees completed the program and qualified to apply for new roles as of Dec. 2024.

2. Agency Expectations – Strategic Planning

In 2023, Governor Kotek shared a new set of expectations to serve as guideposts for the work we do together. Agencies have developed new strategic plans to guide their work, break down silos, and enhance systems to better serve individuals and families across the state. Some agencies have embedded diversity, equity and inclusion principles in their plans and others are exploring this in their next strategic plan update.

3. Statewide Exit Survey Project

A group of state employees convened in 2024 to discuss the standardization of an exit survey that would be utilized by all agencies through Workday. The group engaged with the state Diversity, Equity, Inclusion and Belonging Cabinet, a group of practitioners, for feedback on how this survey could help us understand the experiences of diverse groups, improve organizational practices, policies and procedures.

4. Equal Pay Analysis Project

In compliance with the law, the Executive Branch of state government conducts an Equal Pay Analysis at least once every three years to assess and correct wage disparities among employees who perform work of a comparable character. The 2024 Equal Pay Analysis Project is currently underway. The project is expected to proceed in 2 phases and is currently in phase 2. [Visit the Equal Pay Analysis Project website to learn more.](#)

Themes and Goals

This report highlights five critical themes that emerged from the review of Affirmative Action Plans for 2025-27:

1. Tracking and Measurement

- Agencies are focused on identifying metrics and methods to monitor recruitment, retention and engagement strategies effectively.

2. Inclusivity and Equity

- Elevating equity in business practices and fostering an inclusive workforce remain top priorities.

3. Plan Integration

- Diversity, equity and inclusion objectives are increasingly being integrated with affirmative action strategies to create cohesive and actionable plans.

4. Organizational Change

- Agencies are adapting their Diversity, Equity and Inclusion and Affirmative Action goals to align with evolving missions and organizational priorities.

5. Narrative and Communication

- Clear documentation and communication of plan objectives are essential to align organizational goals with affirmative action efforts.

Parting Note

As Oregon continues its journey toward greater equity and inclusion, this report provides a framework for reflection, discussion and action. Agencies are encouraged to view Affirmative Action not as a compliance obligation but as an opportunity to create workplaces that reflect the values and diversity of the communities they serve. By fostering accountability, prioritizing inclusivity and committing to ongoing improvement, Oregon can lead by example in building a workforce that thrives on diversity, equity and inclusion.

Acknowledgements

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Appendices

Appendix 1: Executive Order 22-11

Executive Order Link: [eo_22-11.pdf](#)

EXECUTIVE ORDER NO. 22-11

RELATING TO AFFIRMATIVE ACTION, EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, EQUITY, AND INCLUSION

On January 26, 2005, Governor Kulongoski issued Executive Order 05-01, relating to affirmative action. That Executive Order directed Agency Directors and Administrators to review and discuss their affirmative action plans, to initiate training on affirmative action issues, including affirmative action responsibilities in key job descriptions, and to conduct Cultural Competency Assessment and training.

Since the issuance of Executive Order 05-01, Amendment 08-18, Amendment 16-09 and Amendment 17-11, state agencies have met with the Office of Cultural Change (OCC) and the Governor's Office (GO) to review and discuss their affirmative action plans. The Department of Administrative Services (DAS) has completed an audit of position descriptions for the inclusion of affirmative action duties and DAS has shared audit results with the OCC and GO. The Governor and agency leadership have pledged their commitment to prioritize equity in their work. As a result, a bold and executable Diversity, Equity, and Inclusion (DEI) Action Plan was created. The DEI Action Plan was designed to guide efforts of the state enterprise to dismantle racism and establish a shared understanding. It is intended to complement agencies' existing equity initiatives and provide guidance to agencies early in their journey and thread the collective equity initiatives across the state.

Significant gains have been made, and there is more work to be done. The State of Oregon remains committed to every person's right to work and advance on the basis of knowledge, skills, ability and professional experience. In order to continue implementation of the goals and policies set forth in Executive Order 05-01, 08-18, 16-09, and 17-11, I extend these orders as follows:

NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:

1. The OCC, GO, each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to improve hiring and developmental opportunities.
2. To continue the State of Oregon's progress in promotion of Diversity, Equity, and Inclusion in the workplace, and the elimination of effects of past and present discrimination, intended or unintended, Agency Directors and Administrators shall:
 - a. Provide ongoing leadership in implementing each agency's affirmative action plan;
 - b. Ensure incorporation of affirmative action, diversity, equity, and inclusion responsibilities in executive and/or management job descriptions;
 - c. Ensure agencies fulfill their affirmative action responsibilities by requiring directors, administrators, managers, and coordinators of DEI, affirmative action, and equal employment opportunity, attend all OCC and GO meetings to assist Affirmative Action Representatives. Agencies will annually submit the name of agency Affirmative Action Representative and immediately inform the OCC if the representative is changed.
 - d. Post each agency's affirmative action plan policy statement and diversity and inclusion statement in a clearly visible area on agency's internal and external websites. The policy statement shall include the name and contact information for the agency's Affirmative Action Representative;
 - e. Communicate to all employees about the Affirmative Action resources available with each agency and the important role of Affirmative Action Representatives in responding to employees' concerns of discrimination in the areas of hiring, retention, promotion, and career development;
 - f. Track, evaluate, and measure trends in agency discrimination and/or harassment claims, reporting data and findings in the subsequent biennial Affirmative Action Plan/Statement

Employment Department (OED), and other state agencies to produce and distribute a biennial report to the Governor, the Legislature, and key stakeholders.

Appendix 2: Definitions of EEO-4 Job Category Definitions

Officials – Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment, and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors, and mapping scientists and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers, and weighers) and kindred workers.

Protective Service: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance) and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a New Careers concept. Included: research assistants, medical aides, child support workers, policy auxiliary

welfare service aides, recreation assistants, homemaker aides, home health aides, library assistants and clerks, ambulance drivers and attendants and kindred workers.

Administrative Support: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors and kindred workers.

Skilled Craft: Occupations in which workers perform jobs which require special manual skill, and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators and kindred workers.

Service – Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers and kindred workers.

Appendix 3: Definitions of EEO-4 Race and Ethnicity Categories

Hispanic or Latino - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

White (Not Hispanic or Latino) - A person having origins in any of the original peoples of Europe, the Middle East or North Africa.

Black or African American (Not Hispanic or Latino) - A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) - A person having origins in any of the peoples of Hawaii, Guam, Samoa or other Pacific Islands.

Asian (Not Hispanic or Latino) - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

American Indian or Alaska Native (Not Hispanic or Latino) - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Two or More Races (Not Hispanic or Latino) - All persons who identify with more than one of the above five races (White, Black or African American, Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native).

Appendix 4: Workforce Demographic Data Tables

Workforce Demographics by Race/Ethnicity (2022-24)

Workforce Demographics by Race/Ethnicity (2022-24)						
	2023-24		2022-23		2021-22	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.2%	1,003	2.0%	869	1.8%	747
Asian	4.5%	2,072	4.3%	1,882	4.0%	1,701
Black or African American	2.7%	1,269	2.6%	1,159	2.6%	1,081
Hispanic or Latino	10.6%	4,950	9.9%	4,363	9.3%	3,912
I do not wish to answer	3.5%	1,648	3.3%	1,450	3.1%	1,283
Native Hawaiian or Other Pacific Islander	0.7%	349	0.6%	284	0.6%	251
Two or More Races	3.5%	1,633	3.5%	1,528	3.5%	1,481
White	72.2%	33,633	73.8%	32,445	75.1%	31,578
Total	100.0%	46,557	100.0%	43,980	100.0%	42,034

Workforce Demographics by Race/Ethnicity & Job Categories (2024)

As of June 30, 2024		Administrative Support (Including Clerical Sales)	Officials and Administrators	Paraprofessionals	Professionals	Protective Service Workers	Service	Skilled Craft Workers	Technicians
Race/Ethnicity	Number	percent	percent	percent	percent	percent	percent	percent	percent
American Indian or Alaska Native	1003	14.9%	7.6%	11.8%	39.9%	9.3%	6.8%	3.0%	6.9%
Asian	2072	13.9%	6.9%	11.6%	55.9%	3.7%	2.6%	0.5%	4.9%
Black or African American	1269	12.8%	11.0%	14.8%	43.2%	6.9%	1.9%	0.6%	8.8%
Hispanic or Latino	4950	16.7%	5.7%	18.2%	37.7%	10.3%	4.1%	1.3%	6.0%
I do not wish to answer.	1648	11.2%	8.8%	12.0%	51.1%	5.6%	6.1%	1.4%	3.7%
Native Hawaiian or Other Pacific Islander	349	14.6%	5.7%	14.6%	29.2%	7.7%	4.6%	2.3%	21.2%
Two or More Races	1633	14.5%	8.4%	13.1%	46.1%	4.3%	4.5%	3.1%	6.1%
White	33633	14.3%	9.4%	7.4%	46.7%	8.3%	4.7%	3.6%	5.7%
Total	46557	14.4%	8.8%	9.4%	45.9%	8.1%	4.5%	3.0%	5.8%

Workforce Demographics by Race/Ethnicity & Job Categories (2023)

As of June 30, 2023		Administrative Support (Including Clerical Sales)	Officials and Administrators	Paraprofessionals	Professionals	Protective Service Workers	Service	Skilled Craft Workers	Technicians
Race/Ethnicity	Number	percent	percent	percent	percent	percent	percent	percent	percent
American Indian or Alaska Native	869	14.5%	7.8%	10.4%	40.6%	10.2%	7.1%	3.5%	5.6%
Asian	1882	14.7%	6.7%	9.1%	56.9%	4.1%	2.6%	0.6%	5.3%
Black or African American	1159	12.6%	11.0%	13.5%	42.6%	8.2%	2.3%	1.0%	8.7%
Hispanic or Latino	4363	16.6%	5.9%	15.7%	37.9%	11.2%	4.7%	1.5%	6.3%
I do not wish to answer	1450	11.2%	9.0%	11.9%	50.1%	5.6%	6.6%	1.4%	3.9%
Native Hawaiian or Other Pacific Islander	284	16.5%	7.4%	13.4%	30.3%	8.8%	3.9%	2.5%	17.3%
Two or More Races	1528	15.6%	8.6%	12.2%	45.3%	4.5%	3.9%	3.2%	6.7%
White	32445	14.3%	9.3%	6.5%	46.5%	8.8%	4.7%	3.9%	6.0%
Total	43980	14.4%	8.8%	8.2%	45.8%	8.6%	4.7%	3.3%	6.1%

Workforce Demographics by Race/Ethnicity & Job Categories (2022)

As of June 30, 2022		Administrative Support (Including Clerical Sales)	Officials and Administrators	Paraprofessionals	Professionals	Protective Service Workers	Service	Skilled Craft Workers	Technicians
Race/Ethnicity	Number	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
American Indian or Alaska Native	747	14.9%	8.4%	10.2%	39.2%	10.0%	7.6%	3.9%	5.6%
Asian	1701	14.6%	6.1%	9.8%	55.3%	4.8%	2.5%	0.5%	6.3%
Black or African American	1081	13.6%	10.5%	13.4%	40.5%	8.9%	3.1%	0.8%	9.2%
Hispanic or Latino	3912	16.7%	5.7%	16.1%	37.8%	11.6%	4.5%	1.5%	6.0%
I do not wish to answer.	1283	10.9%	9.0%	11.5%	49.1%	5.7%	7.8%	1.2%	4.4%
Native Hawaiian or Other Pacific Islander	251	19.5%	6.8%	12.4%	30.7%	8.4%	3.2%	2.0%	16.7%
Two or More Races	1481	14.7%	7.4%	11.6%	46.6%	4.7%	5.0%	2.9%	7.0%
White	31578	14.5%	9.1%	6.7%	45.5%	9.1%	5.1%	3.8%	6.1%
Total	42034	14.6%	8.6%	8.3%	45.0%	8.9%	5.0%	3.3%	6.2%

New Hires by Race/Ethnicity Comparing to Total State Jobs (2022-24)

	2023-24			2022-23			2021-22		
	New hires		State Employees	New hires		State Employees	New hires		State Employees
Race/Ethnicity	Percent	Number	Percent	Percent	Number	Percent	Percent	Number	Percent
American Indian or Alaska Native	3.2%	270	2.2%	3.0%	264	2.0%	3.3%	262	1.8%
Asian	4.7%	392	4.5%	4.6%	409	4.3%	4.3%	348	4.0%
Black or African American	4.2%	350	2.7%	3.8%	341	2.6%	4.0%	323	2.6%
Hispanic or Latino	12.5%	1,045	10.6%	12.4%	1,103	9.9%	12.0%	963	9.3%
I do not wish to answer	5.9%	491	3.5%	6.0%	532	3.3%	6.8%	548	3.1%
Native Hawaiian or Other Pacific Islander	1.0%	87	0.7%	0.8%	67	0.6%	0.7%	59	0.6%
Two or More Races	3.2%	269	3.5%	3.4%	307	3.5%	3.6%	294	3.5%
White	65.3%	5,458	72.2%	66.1%	5,891	73.8%	65.3%	5,259	75.1%
Total	100.0%	8,362	100.0%	100.0%	8,914	100.0%	100.0%	8,056	100.0%
new hires as a percent of total state jobs	18.0%	46,557		20.3%	43,980		19.2%	42,034	

New Hires for Each Race/Ethnicity and the Percentage Hired into Each Job Category (2023-24)

	Administrative Support (Including Clerical Sales)		Officials and Administrators		Paraprofessionals		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		(Blank)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	12.6%	34	16.7%	45	11.5%	31	26.7%	72	5.9%	16	11.5%	31	3.0%	8	12.2%	33	0.0%	0	270	270
Asian	14.8%	58	15.8%	62	12.8%	50	43.1%	169	2.0%	8	3.3%	13	0.8%	3	7.4%	29	0.0%	0	392	392
Black or African American	13.4%	47	17.7%	62	13.7%	48	33.1%	116	4.6%	16	2.6%	9	0.0%	0	14.9%	52	0.0%	0	350	350
Hispanic or Latino	20.4%	213	6.8%	71	18.3%	191	29.7%	310	8.7%	91	7.6%	79	0.8%	8	7.8%	82	0.0%	0	1045	1,045
I do not wish to answer	15.1%	74	11.4%	56	14.9%	73	39.7%	195	1.6%	8	11.8%	58	1.4%	7	4.1%	20	0.0%	0	491	491
Native Hawaiian or Other Pacific Islander	14.9%	13	4.6%	4	11.5%	10	13.8%	12	5.7%	5	9.2%	8	2.3%	2	37.9%	33	0.0%	0	87	87
Two or More Races	17.8%	48	13.8%	37	10.8%	29	35.3%	95	4.5%	12	11.2%	30	2.6%	7	4.1%	11	0.0%	0	269	269
White	18.5%	1,009	11.8%	645	10.4%	568	31.8%	1,734	6.3%	343	10.7%	586	3.4%	187	7.0%	382	0.1%	4	5454	5,458
Total New Hires	17.9%	1,496	11.7%	982	12.0%	1,000	32.3%	2,703	6.0%	499	9.7%	814	2.7%	222	7.7%	642	0.0%	4	8358	8,362
Jobs in State	14.4%	6,691	8.8%	4,118	9.4%	4,389	45.9%	21,368	8.1%	3,756	4.5%	2,105	3.0%	1,408	5.8%	2,722			46557	18.0%

Non-Supervisory Promotions by Race/Ethnicity (2022-24)

	2023-2024			2022-2023			2021-2022		
	Promotions Total	Total non-supervisory Employees	% of Race/Ethnic group getting promotion	Promotions Total	Total Employees	% of Race/Ethnic group getting promotion	Promotions Total	Total Employees	% of Race/Ethnic group getting promotion
Race/Ethnicity	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
American Indian or Alaska Native	2.4%	2.2%	8.2%	2.0%	2.0%	9.9%	1.8%	1.8%	9.6%
Asian	4.6%	4.6%	7.6%	4.5%	4.4%	10.1%	4.0%	4.2%	9.4%
Black or African American	2.7%	2.7%	7.7%	3.0%	2.6%	11.2%	3.2%	2.6%	12.2%
Hispanic or Latino	12.8%	11.1%	8.8%	12.2%	10.3%	11.7%	11.8%	9.7%	11.8%
I do not wish to answer	3.8%	3.7%	7.7%	3.4%	3.5%	9.6%	2.7%	3.2%	8.1%
Native Hawaiian or Other Pacific Islander	0.8%	0.8%	7.4%	0.6%	0.7%	8.8%	0.5%	0.6%	8.8%
Two or More Races	4.0%	3.6%	8.5%	4.7%	3.5%	13.0%	3.9%	3.6%	10.6%
White	68.9%	71.4%	7.3%	69.5%	73.1%	9.3%	72.1%	74.4%	9.4%
Total	100.0%	100.0%	7.6%	100.0%	100.0%	9.8%	100.0%	100.0%	9.7%

Separations by Percentage of Race/Ethnicity and Gender (2022-24)

	2023-24			2022-23			2021-22		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Race/Ethnicity	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
American Indian or Alaska Native	13.3%	15.7%	14.3%	15.0%	17.9%	16.2%	21.8%	23.1%	22.4%
Asian	10.0%	10.3%	10.1%	11.1%	12.1%	11.5%	13.6%	21.4%	16.8%
Black or African American	18.1%	16.8%	17.5%	23.3%	18.1%	20.7%	18.2%	27.8%	22.8%
Hispanic or Latino	10.6%	12.2%	11.2%	13.9%	14.8%	14.2%	17.2%	26.4%	20.7%
I do not wish to answer	18.0%	12.6%	15.4%	26.1%	21.6%	23.9%	36.4%	41.5%	39.0%
Native Hawaiian or Other Pacific Islander	7.4%	11.6%	9.2%	13.7%	13.8%	13.7%	18.3%	31.6%	23.5%
Two or More Races	9.7%	12.4%	10.7%	14.2%	17.7%	15.5%	19.5%	20.8%	20.1%
White	11.5%	11.3%	11.5%	14.3%	14.0%	14.2%	17.2%	23.2%	19.9%
Total	11.7%	11.7%	11.7%	14.7%	14.6%	14.7%	17.8%	24.1%	20.6%

Managers by Percentage of Race/Ethnicity (2024)

Supervisory or Manager Status						
As of June 30, 2024	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.2%	916	1.8%	87	2.2%	1,003
Asian	4.6%	1,906	3.4%	166	4.5%	2,072
Black or African American	2.7%	1,123	3.0%	146	2.7%	1,269
Hispanic or Latino	11.1%	4,616	6.9%	334	10.6%	4,950
I do not wish to answer	3.7%	1,550	2.0%	98	3.5%	1,648
Native Hawaiian or Other Pacific Islander	0.8%	325	0.5%	24	0.7%	349
Two or More Races	3.6%	1,492	2.9%	141	3.5%	1,633
White	71.4%	29,771	79.5%	3,862	72.2%	33,633
Total	100.0%	41,699	100.0%	4,858	100.0%	46,557

Managers by Percentage of Race/Ethnicity (2023)

Supervisory or Manager Status						
As of June 30, 2023	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.0%	788	1.7%	81	2.0%	869
Asian	4.4%	1,730	3.3%	152	4.3%	1,882
Black or African American	2.6%	1,023	2.9%	136	2.6%	1,159
Hispanic or Latino	10.3%	4,050	6.8%	313	9.9%	4,363
I do not wish to answer	3.5%	1,365	1.8%	85	3.3%	1,450
Native Hawaiian or Other Pacific Islander	0.7%	260	0.5%	24	0.6%	284
Two or More Races	3.5%	1,387	3.0%	141	3.5%	1,528
White	73.1%	28,747	79.9%	3,697	73.8%	32,444
Total	100.0%	39,350	100.0%	4,629	100.0%	43,979

Managers by Percentage of Race/Ethnicity (2022)

Supervisory or Manager Status						
As of June 30, 2022	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	1.8%	679	1.6%	68	1.8%	747
Asian	4.2%	1,575	2.9%	126	4.0%	1,701
Black or African American	2.6%	962	2.7%	119	2.6%	1,081
Hispanic or Latino	9.7%	3,647	6.1%	265	9.3%	3,912
I do not wish to answer	3.2%	1,205	1.8%	78	3.1%	1,283
Native Hawaiian or Other Pacific Islander	0.6%	228	0.5%	23	0.6%	251
Two or More Races	3.6%	1,364	2.7%	117	3.5%	1,481
White	74.4%	28,030	81.7%	3,548	75.1%	31,578
Total	100.0%	37,690	100.0%	4,344	100.0%	42,034

Workforce Demographics by Generation (2024)

As of June 30, 2024	Traditionalists (1917 - 1946)		Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Millennials (1981 - 1996)		Generation Z (1997 - Current)		(Blank)		Total	
	Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
American Indian or Alaska Native	0.0%	0	1.8%	115	2.2%	424	2.2%	384	2.7%	80	0.0%	0	2.2%	1,003
Asian	1.5%	1	3.7%	238	4.4%	868	4.7%	830	4.6%	135	0.0%	0	4.5%	2,072
Black or African American	1.5%	1	2.5%	160	2.6%	502	3.0%	535	2.4%	71	0.0%	0	2.7%	1,269
Hispanic or Latino	1.5%	1	5.1%	326	7.7%	1,497	14.4%	2,553	19.5%	573	0.0%	0	10.6%	4,950
I do not wish to answer	3.0%	2	3.0%	192	3.3%	646	3.7%	651	5.3%	157	0.0%	0	3.5%	1,648
Native Hawaiian or Other Pacific Islander	0.0%	0	0.3%	22	0.6%	121	1.0%	172	1.2%	34	0.0%	0	0.7%	349
Two or More Races	1.5%	1	2.6%	162	3.4%	654	4.2%	737	2.7%	79	0.0%	0	3.5%	1,633
White	90.9%	60	80.9%	5,134	75.9%	14,806	66.8%	11,818	61.6%	1,814	100.0%	1	72.2%	33,633
Total	100.0%	66	100.0%	6,349	100.0%	19,518	100.0%	17,680	100.0%	2,943	100.0%	1	100.0%	46,557

Workforce Demographics by Generation (2023)

As of June 30, 2023	Traditionalists (1917 - 1946)		Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Millennials (1981 - 1996)		Generation Z (1997 - Current)		(Blank)		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	0.0%	0	1.6%	113	2.0%	367	2.0%	321	3.0%	68			2.0%	869
Asian	1.4%	1	3.6%	255	4.4%	813	4.5%	713	4.4%	100			4.3%	1,882
Black or African American	1.4%	1	2.5%	175	2.6%	477	2.8%	452	2.4%	54			2.6%	1,159
Hispanic or Latino	1.4%	1	5.0%	356	7.5%	1,391	13.8%	2,199	18.4%	416			9.9%	4,363
I do not wish to answer.	5.6%	4	2.7%	190	3.1%	581	3.5%	555	5.3%	120			3.3%	1,450
Native Hawaiian or Other Pacific Islander	0.0%	0	0.3%	23	0.6%	115	0.8%	134	0.5%	12			0.6%	284
Two or More Races	1.4%	1	2.5%	178	3.3%	609	4.3%	680	2.7%	60			3.5%	1,528
White	88.7%	63	81.8%	5,789	76.7%	14,302	68.3%	10,865	63.2%	1,425			73.8%	32,444
Total	100.0%	71	100.0%	7,079	100.0%	18,655	100.0%	15,919	100.0%	2,255			100.0%	43,979

Workforce Demographics by Generation (2022)

As of June 30, 2022	Traditionalists (1917 - 46)		Baby Boomers (1947 - 64)		Generation X (1965 - 80)		Millennials (1981 - 96)		Generation Z (1997 - Current)		(Blank)		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	1.1%	1	1.5%	121	1.8%	331	1.8%	253	2.7%	41	0.0%	0	1.8%	747
Asian	1.1%	1	3.4%	269	4.1%	749	4.4%	631	3.3%	51	0.0%	0	4.0%	1,701
Black or African American	3.4%	3	2.3%	183	2.6%	467	2.7%	392	2.3%	36	0.0%	0	2.6%	1,081
Hispanic or Latino	0.0%	0	4.9%	386	7.3%	1,320	13.4%	1,931	17.8%	275	0.0%	0	9.3%	3,912
I do not wish to answer	3.4%	3	2.2%	174	2.9%	520	3.4%	488	6.3%	98	0.0%	0	3.1%	1,283
Native Hawaiian or Other Pacific Islander	0.0%	0	0.3%	25	0.6%	105	0.8%	114	0.5%	7	0.0%	0	0.6%	251
Two or More Races	2.3%	2	2.4%	189	3.3%	601	4.4%	636	3.4%	53	0.0%	0	3.5%	1,481
White	88.6%	78	82.8%	6,493	77.4%	14,013	69.2%	10,007	63.7%	986	100.0%	1	75.1%	31,578
Total	100.0%	88	100.0%	7,840	100.0%	18,106	100.0%	14,452	100.0%	1,547	100.0%	1	100.0%	42,034

Reported Disability Status by Race & Ethnicity (2022-24)

Reported Disability by Race/Ethnicity												
	2023-24				2022-23				2021-22			
	No Reported Disability		Reported Disability		No Reported Disability		Reported Disability		No Reported Disability		Reported Disability	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.1%	969	3.1%	34	1.9%	833	3.5%	36	1.7%	713	3.3%	34
Asian	4.5%	2,038	3.1%	34	4.3%	1,849	3.2%	33	4.1%	1,672	2.8%	29
Black or African American	2.7%	1,240	2.7%	29	2.6%	1,134	2.4%	25	2.6%	1,060	2.0%	21
Hispanic or Latino	10.7%	4,879	6.5%	71	10.0%	4,302	5.9%	61	9.4%	3,854	5.6%	58
I do not wish to answer.	3.6%	1,617	2.9%	31	3.3%	1,424	2.5%	26	3.1%	1,263	1.9%	20
Native Hawaiian or Other Pacific Islander	0.7%	341	0.7%	8	0.6%	278	0.6%	6	0.6%	248	0.3%	3
Two or More Races	3.4%	1,548	7.8%	85	3.4%	1,441	8.4%	87	3.4%	1,382	9.6%	99
White	72.2%	32,838	73.1%	795	73.8%	31,682	73.6%	762	75.1%	30,807	74.5%	771
Total	100.0%	45,470	100%	1087	100.0%	42,943	100%	1036	100%	40,999	100%	1035
		46,557	2.33%			43,979	2.36%			42,034	2.46%	

New Hires by Race/Ethnicity and Reported Disability (2022-24)

New Hires by Race/Ethnicity and Reported Disability												
	2023-24				2022-23				2021-22			
	No Reported Disability		Reported Disability		No Reported Disability		Reported Disability		No Reported Disability		Reported Disability	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	3.2%	266	3.1%	4	3.0%	262	1.7%	2	3.2%	256	5.7%	6
Asian	4.7%	388	3.1%	4	4.6%	402	6.1%	7	4.3%	343	4.7%	5
Black or African American	4.2%	346	3.1%	4	3.8%	335	5.2%	6	3.9%	314	8.5%	9
Hispanic or Latino	12.6%	1,035	7.8%	10	12.4%	1,095	7.0%	8	12.0%	954	8.5%	9
I do not wish to answer.	5.9%	487	3.1%	4	6.0%	528	3.5%	4	6.9%	547	0.9%	1
Native Hawaiian or Other Pacific Islander	1.1%	87	0.0%	0	0.8%	66	0.9%	1	0.7%	59	0.0%	0
Two or More Races	3.1%	259	7.8%	10	3.4%	298	7.8%	9	3.5%	281	12.3%	13
White	65.2%	5,366	71.9%	92	66.1%	5,813	67.8%	78	65.4%	5,196	59.4%	63
Total	100.0%	8,234	100%	128	100.0%	8,799	100.0%	115	100.0%	7,950	100%	106
New Hires Total		8,362	1.53%			8,914	1.29%			8,056	1.32%	

Separations by Race/Ethnicity and Reported Disability (2022-24)

Separations by Race/Ethnicity and Reported Disability												
	2023-24				2022-23				2021-22			
	No Reported Disability		Reported Disability		No Reported Disability		Reported Disability		No Reported Disability		Reported Disability	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.6%	137	4.1%	6	2.1%	133	5.2%	8	1.9%	162	2.7%	5
Asian	3.9%	205	2.7%	4	3.4%	214	2.0%	3	3.3%	281	2.2%	4
Black or African American	4.1%	219	2.1%	3	3.8%	236	2.6%	4	2.9%	242	2.7%	5
Hispanic or Latino	10.3%	547	5.5%	8	9.7%	611	5.9%	9	9.4%	801	4.9%	9
I do not wish to answer.	4.7%	249	2.7%	4	5.4%	341	3.9%	6	5.9%	498	1.1%	2
Native Hawaiian or Other Pacific Islander	0.6%	32	0.0%	0	0.6%	39	0.0%	0	0.7%	58	0.5%	1
Two or More Races	3.1%	163	8.2%	12	3.4%	217	13.1%	20	3.3%	279	9.7%	18
White	70.7%	3,742	74.7%	109	71.5%	4,502	67.3%	103	72.6%	6,158	76.2%	141
Total	100.0%	5,294	100%	146	100.0%	6,293	100.0%	153	100.0%	8,479	100%	185
Separations Total	97.3%	5,440	2.68%		97.6%	6,446	2.37%		97.9%	8,664	2.14%	

Promotions by Race/Ethnicity and Reported Disability (2022-24)

Promotions by Race/Ethnicity and Reported Disability												
	2023-24				2022-23				2021-22			
	No Reported Disability		Reported Disability		No Reported Disability		Reported Disability		No Reported Disability		Reported Disability	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.3%	71	7.5%	4	2.0%	75	3.5%	3	1.7%	60	5.9%	5
Asian	4.6%	142	5.7%	3	4.6%	172	3.5%	3	4.1%	146	2.4%	2
Black or African American	2.7%	85	1.9%	1	3.0%	112	3.5%	3	3.2%	114	3.5%	3
Hispanic or Latino	12.9%	401	7.5%	4	12.3%	462	11.6%	10	11.9%	425	7.1%	6
I do not wish to answer.	3.8%	118	1.9%	1	3.4%	128	3.5%	3	2.7%	97	1.2%	1
Native Hawaiian or Other Pacific Islander	0.7%	23	1.9%	1	0.6%	22	1.2%	1	0.6%	20	0.0%	0
Two or More Races	4.0%	123	7.5%	4	4.6%	172	10.5%	9	3.9%	141	3.5%	3
White	69.0%	2,140	66.0%	35	69.7%	2,626	62.8%	54	72.0%	2,574	76.5%	65
Total	100.0%	3,103	100%	53	100.0%	3,769	100%	86	100.0%	3,577	100%	85
Separations Total	98.3%	3,156	1.68%		97.8%	3,855	2.23%		97.7%	3,662	2.32%	

Reported Veteran Status by Race/Ethnicity (2022-24)

Reported Veterans Status by Race/Ethnicity												
	2023-24				2022-23				2021-22			
	Not a Veteran		Veteran		Not a Veteran		Veteran		Not a Veteran		Veteran	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.2%	939	2.1%	64	2.0%	815	1.8%	54	1.8%	695	1.7%	52
Asian	4.6%	2,002	2.3%	70	4.4%	1,814	2.2%	68	4.2%	1,639	2.1%	62
Black or African American	2.7%	1,194	2.5%	75	2.7%	1,090	2.3%	69	2.6%	1,019	2.1%	62
Hispanic or Latino	10.9%	4,724	7.4%	226	10.1%	4,142	7.3%	221	9.5%	3,707	6.9%	205
I do not wish to answer.	3.6%	1,571	2.5%	77	3.4%	1,377	2.4%	73	3.1%	1,220	2.1%	63
Native Hawaiian or Other Pacific Islander	0.8%	333	0.5%	16	0.7%	269	0.5%	15	0.6%	238	0.4%	13
Two or More Races	3.5%	1,520	3.7%	113	3.5%	1,418	3.6%	110	3.5%	1,369	3.7%	112
White	71.8%	31,231	78.9%	2,402	73.3%	30,031	79.8%	2,413	74.7%	29,158	81.0%	2,420
Total	100.0%	43,514	100%	3043	100.0%	40,956	100%	3023	100%	39,045	100%	2989
		46,557	6.54%			43,979	6.87%			42,034	7.11%	

New Hires by Race/Ethnicity and Veteran Status (2022-24)

New Hires by Race/Ethnicity and Veteran Status												
	2023-24				2022-23				2021-22			
	Not a Veteran		Veteran		Not a Veteran		Veteran		Not a Veteran		Veteran	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	3.2%	258	3.0%	12	3.0%	253	2.2%	11	3.3%	250	2.8%	12
Asian	4.8%	383	2.2%	9	4.7%	397	2.4%	12	4.5%	340	1.8%	8
Black or African American	4.2%	334	4.0%	16	3.8%	323	3.6%	18	4.0%	306	3.9%	17
Hispanic or Latino	12.6%	1,005	9.9%	40	12.6%	1,061	8.4%	42	12.1%	924	9.0%	39
I do not wish to answer.	6.0%	478	3.2%	13	6.1%	516	3.2%	16	7.0%	534	3.2%	14
Native Hawaiian or Other Pacific Islander	1.0%	83	1.0%	4	0.8%	64	0.6%	3	0.7%	57	0.5%	2
Two or More Races	3.2%	253	4.0%	16	3.5%	292	3.0%	15	3.5%	270	5.5%	24
White	64.9%	5,163	72.8%	295	65.5%	5,508	76.6%	383	64.8%	4,940	73.3%	319
Total	100.0%	7,957	100%	405	100.0%	8,414	100.0%	500	100.0%	7,621	100%	435
New Hires Total		8,362	4.84%			8,914	5.61%			8,056	5.40%	

Promotions by Race/Ethnicity and Veteran Status (2022-24)

Promotions by Race/Ethnicity and Veterans Status												
	2023-24				2022-23				2021-22			
	Not a Veteran		Veteran		Not a Veteran		Veteran		Not a Veteran		Veteran	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.3%	68	3.6%	7	2.1%	75	1.1%	3	1.7%	58	3.1%	7
Asian	4.7%	138	3.6%	7	4.8%	171	1.5%	4	4.1%	142	2.6%	6
Black or African American	2.6%	76	5.1%	10	3.0%	106	3.4%	9	3.2%	111	2.6%	6
Hispanic or Latino	13.0%	384	10.8%	21	12.5%	447	9.3%	25	11.9%	409	9.6%	22
I do not wish to answer.	3.7%	111	4.1%	8	3.5%	124	2.6%	7	2.8%	97	0.4%	1
Native Hawaiian or Other Pacific Islander	0.8%	24	0.0%	0	0.6%	23	0.0%	0	0.5%	18	0.9%	2
Two or More Races	4.1%	121	3.1%	6	4.6%	164	6.3%	17	3.9%	135	3.9%	9
White	68.9%	2,039	69.7%	136	69.1%	2,477	75.7%	203	71.8%	2,464	76.8%	175
Total	100.0%	2,961	100%	195	100.0%	3,587	100%	268	100.0%	3,434	100%	228
Separations Total	93.8%	3,156	6.18%		93.0%	3,855	6.95%		93.8%	3,662	6.23%	

Separations by Race/Ethnicity and Years of Service (2024)

Race/Ethnicity	10 Years or Greater and Less than 15		15 Years or Greater and Less than 20		20 Years or Greater and Less than 25		25 Years or Greater and Less than 30		30 Years or Greater		5 Years or Greater and Less than 10		Less than 5 Years		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native	3.1%	8	2.8%	6	0.0%	0	1.3%	3	2.1%	4	1.0%	5	3.1%	117	2.6%	143
Asian	4.2%	11	0.5%	1	2.3%	5	2.5%	6	5.8%	11	3.6%	19	4.1%	156	3.8%	209
Black or African American	3.8%	10	3.3%	7	1.4%	3	2.5%	6	1.1%	2	4.2%	22	4.5%	172	4.1%	222
Hispanic or Latino	5.4%	14	5.6%	12	5.1%	11	5.4%	13	4.2%	8	10.0%	52	11.7%	445	10.2%	555
I do not wish to answer.	1.5%	4	0.5%	1	0.9%	2	0.8%	2	2.1%	4	2.5%	13	6.0%	227	4.7%	253
Native Hawaiian or Other Pacific Islander	0.8%	2	0.5%	1	0.0%	0	0.0%	0	0.0%	0	0.6%	3	0.7%	26	0.6%	32
Two or More Races	0.4%	1	0.9%	2	3.2%	7	0.4%	1	1.1%	2	3.8%	20	3.7%	142	3.2%	175
White	80.8%	211	86.0%	185	87.1%	189	87.1%	209	83.6%	158	74.3%	387	66.2%	2,512	70.8%	3,851
Total	100.0%	261	100.0%	215	100.0%	217	100.0%	240	100.0%	189	100.0%	521	100.0%	3,797	100.0%	5,440

Separations by Race/Ethnicity and Years of Service (2023)

Race/Ethnicity	10 Years or Greater and Less than 15		15 Years or Greater and Less than 20		20 Years or Greater and Less than 25		25 Years or Greater and Less than 30		30 Years or Greater		5 Years or Greater and Less than 10		Less than 5 Years		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native	2.6%	7	1.2%	3	2.9%	7	1.5%	3	1.0%	2	2.2%	14	2.3%	105	2.2%	141
Asian	1.5%	4	1.6%	4	4.1%	10	2.4%	5	4.2%	8	2.1%	13	3.7%	173	3.4%	217
Black or African American	1.1%	3	2.0%	5	0.8%	2	1.0%	2	1.6%	3	3.3%	21	4.4%	204	3.7%	240
Hispanic or Latino	6.8%	18	3.1%	8	6.2%	15	6.3%	13	5.7%	11	7.3%	46	10.9%	509	9.6%	620
I do not wish to answer.	1.5%	4	2.0%	5	2.1%	5	1.5%	3	1.0%	2	1.4%	9	6.9%	319	5.4%	347
Native Hawaiian or Other Pacific Islander	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.0%	6	0.7%	32	0.6%	39
Two or More Races	1.1%	3	2.0%	5	0.8%	2	0.0%	0	2.1%	4	5.6%	35	4.0%	188	3.7%	237
White	85.0%	226	88.3%	226	83.1%	202	87.3%	179	84.4%	162	77.1%	486	67.1%	3,124	71.4%	4,605
Total	100.0%	266	100.0%	256	100.0%	243	100.0%	205	100.0%	192	100.0%	630	100.0%	4,654	100.0%	6,446

Separations by Race/Ethnicity and Years of Service (2022)

Race/Ethnicity	10 Years or Greater and Less than 15		15 Years or Greater and Less than 20		20 Years or Greater and Less than 25		25 Years or Greater and Less than 30		30 Years or Greater		5 Years or Greater and Less than 10		Less than 5 Years		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native	1.0%	4	1.4%	4	2.8%	9	0.6%	1	1.7%	4	1.6%	12	2.0%	133	1.9%	167
Asian	2.7%	11	2.4%	7	1.3%	4	6.4%	11	2.6%	6	2.0%	15	3.6%	231	3.3%	285
Black or African American	2.5%	10	0.3%	1	2.2%	7	1.2%	2	1.3%	3	2.0%	15	3.2%	209	2.9%	247
Hispanic or Latino	4.4%	18	6.5%	19	6.6%	21	5.2%	9	6.6%	15	6.4%	48	10.5%	680	9.3%	810
I do not wish to answer.	2.0%	8	1.0%	3	0.6%	2	2.3%	4	0.9%	2	1.9%	14	7.2%	467	5.8%	500
Native Hawaiian or Other Pacific Islander	0.0%	0	0.3%	1	0.3%	1	0.6%	1	0.0%	0	0.9%	7	0.8%	49	0.7%	59
Two or More Races	4.4%	18	2.7%	8	1.9%	6	0.6%	1	0.4%	1	5.3%	40	3.4%	223	3.4%	297
White	83.0%	337	85.2%	248	84.2%	267	83.2%	144	86.5%	198	79.9%	599	69.3%	4,506	72.7%	6,299
Total	100.0%	406	100.0%	291	100.0%	317	100.0%	173	100.0%	229	100.0%	750	100.0%	6,498	100.0%	8,664

Appendix 5: Affirmative Action Plan Guide

Document Link: [Affirmative Action Plan Guide](#)

