State of Oregon

DEPARTMENT OF CONSUMER AND BUSINESS SERVICES

Affirmative Action Plan

2021 – 2023
November 19, 2020

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

Re: DCBS 2021-23 Affirmative Action Plan

Dear Steve,

Enclosed is the Department of Consumer and Business Services 2021-23 Affirmative Action Plan. The plan highlights our accomplishments in diversity, equity, and inclusion, as well as our goals for continuing to attract and maintain a diverse workforce.

Our accomplishments in the 2019-21 biennium include networking with our diverse communities and organizations to disseminate information about the services we provide to residents, available job openings, and career services assistance.

We continue to contribute to the development, implementation, and assessment of agency-wide training and diversity, equity, and inclusion initiatives related to accessibility, discrimination, unlawful harassment, unconscious bias, and engaging in crucial conversations among all employees.

For 2021-23, we are committed to implementing the affirmative action policies, programs, and procedures in this plan to ensure employment practices are free from discrimination. DCBS will evaluate its efforts, including those of its director, administrators, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained in this plan.

Our efforts focus on creating an environment that promotes career development help, such as informational interviews, mock interviews, and application assistance to people of color, people with disabilities, veterans, and women, as well as employees at DCBS who want to further their career.

A diverse workforce with an inclusive workplace ensures that the finest talent is at the table and that everyone’s ideas can be heard. We continue to support and assist the work of the Governor’s Diversity, Equity, and Inclusion Office to promote diversity, equity, and inclusion statewide.

If you have questions about the plan or want more information, please contact me at 503-947-7872 or Veronica Murray, our agency diversity, equity, and inclusion manager, at 503-947-7283.

Sincerely,

Andrew R. Stolfi, DCBS Director

Our Mission: To protect and serve Oregon’s consumers and workers while supporting a positive business climate
Director’s Letter

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I. Department of Consumer and Business Services Description

Our mission
To protect and serve Oregon’s consumers and workers while supporting a positive business climate.

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

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

We value
- Respect
- Integrity
- Service
- Excellence

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

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

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

Strategies to achieve these goals
- We will seek input from stakeholders and the public to identify areas of greatest concern to consumers, workers, and the businesses we regulate.
- We will focus our efforts on improving outcomes for consumers and workers.
- We will structure our regulatory programs to impose the minimum burden on regulated businesses consistent with achieving the desired outcomes.
- We will promote choices and access for Oregon consumers and businesses by supporting the success of industries in the economic sectors we regulate.
- We will use a variety of approaches (regulation, enforcement, education, consultation, direct service delivery, etc.) in the most appropriate combinations to achieve results.
- We will use technology and other tools to exchange information easily and conduct business.
- We will measure results achieved by our programs and approaches and re-evaluate the programs and approaches to find further improvements.
- We will continually improve our cost-effectiveness and ensure that our services provide value to consumers, workers, and businesses.
• We will evaluate, develop, and maintain appropriate levels of human, organizational, financial, and other resources necessary to carry out our responsibilities. We will continue to improve the organizational culture and employee engagement of the agency.

**DCBS contact information**

**DCBS Director**
Andrew R. Stolfi
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-947-7872

**Governor’s Policy Advisors**
Christian Gaston, Linda Roman, and Jackie Yerby
State Capitol
Salem, OR 97301
503-378-6549 | 503-678-6169

**Affirmative Action Representative**
Governor’s Equity Leadership Representative
A. Veronica Murray
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-947-7283

**Multicultural Communications Program**
Ruth Kemmy, Manager
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-947-7513

**Lead for business equity: COBID/Buy Oregon**
Nancy Cody, Operations Manager
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-947-7513
Organizational Chart

DCBS Organizational Chart by Division

DCBS Director / Insurance Commissioner
Andrew Stolfi

DCBS Deputy Director
Mary Molier

Public Information/ Communications
Leah Andrews

Workers’ Compensation Ombudsmen

Injured Workers
Jennifer Flood

Small Business
David Waki

Employee Services
Mary Pence

Oregon Health Insurance Marketplace
Chiqui Flowers
- Consumer assistance
- Outreach and education
- Plan management

Central Services Division
Blake Johnson
- Accounting
- Budgeting
- Collections
- Computer support
- Facilities
- Mail
- Payroll
- Purchasing
- Research and analysis
- Systems support

Workers’ Compensation Division
Sally Coen
- Benefits
- Compliance
- Dispute resolution
- Operations

Oregon OSHA
Michael Wood
- Administration, grants and operations
- Enforcement
- Consultative services
- Standards and technical resources
- Training

Building Codes Division
Alana Cox + (Vacant)
- Code adoption
- Enforcement
- Licensing
- Standards
- Uniform application

Division of Financial Regulation
TK Keen + (Vacant)
- Agent Licensing
- Company examination
- Consumer complaints
- Counsel and outreach
- Medicare beneficiaries
- Enforcement
- Form reviews
- Licensing and enforcement
- Securities registrations
- State-chartered and licensed financial institutions

Workers’ Compensation Board
Connie Wold, Board Chair
- Adjudication
- Board review

As of December 2020

+ = Rotation in
() = Rotation out
## II. Affirmation Action Plan

**Agency Affirmative Action Policy**

| PER-27 |
|---|---|
| **Affirmative Action - Policy PER-27** |  |
| **Division:** Central Services/Employee Services |  |
| **Owner:** Central Services Administrator |  |
| **Effective Date:** 2/1/2013 |  |
| **Approved by:** Nancy Boysen |  |
| **Date:** 5/9/2018 |  |
| **Review Date:** 5/7/2018 |  |

**Applies To:**
This policy applies to all of the Department of Consumer and Business Services (DCBS) divisions including the Workers’ Compensation Board.

**Purpose:**
The Department of Consumer and Business Services is committed to providing to Oregon residents and employees, through a program of affirmative action, equal access to programs and services and fair and equal opportunities for employment. In administering DCBS programs, DCBS employees will not discriminate against any person who is a current or potential user of DCBS services on the basis of race, color, religion, gender, marital status, military status, national origin, political affiliation, age, disability, or sexual orientation.

**Policy:**
Our agency's ability to achieve its mission depends on our ability to attract individuals who are successful. Individual success depends on our collective practice of recognizing and respecting the value of human differences. To reach this level of success, every effort will be made to reach out to the broadest possible labor market, and to make all employment decisions based on an individual’s relevant education, training and experience, and suitability relative to a position, without regard to race, color, religion, gender, marital status, military status, national origin, political affiliation, age, disability, or sexual orientation.

In addition to active recruiting efforts, the work environment is an important part in maintaining a diverse workforce. DCBS is committed to a zero-tolerance level of any form of discrimination or harassment and all managers and employees are accountable for creating and promoting a work environment that is free from any kind of hostility or unwelcome behavior.

The department maintains a copy of the department Affirmative Action Plan on the DCBS website for managers and employees to review. Managers will participate and encourage others to participate in the agency’s activities designed to promote affirmative action. As part of their annual performance evaluation, all managers and supervisors will be evaluated on their effectiveness in promoting the affirmative action goals and objectives for DCBS.

Working together, the department’s workforce at all levels can create an atmosphere of respect, fairness, and cooperation that will demonstrate our commitment to the principles that represent the highest aspiration of our rich, multi-cultural society. Through this collaborative effort, we can effectively and efficiently achieve our mission of protecting consumers and workers.

**References:**
- 243.305, 243.315, 659A.012, 659A.030 ORS
- EO-05-01 Executive Order
- Title VII, Civil Rights Act of 1964
The Department of Consumer and Business Services is committed to providing Oregonians with equal access to its programs and services and fair and equal employment opportunities.

DCBS employees will treat all people with dignity and respect and will not discriminate on the basis of race, color, ancestry, national origin, age, marital status, sexual orientation, political or religious affiliation, physical or mental disability, or military status. All employment decisions will be based on an individual's relevant experience, education and training, and suitability relative to a position, without regard to race, color, ancestry, national origin, age, marital status, sexual orientation, political or religious affiliation, physical or mental disability, or military status. DCBS recognizes a diverse workforce is crucial to serve Oregonians. The department works to achieve and maintain diversity through its diversity recruitment outreach efforts, which include the following:

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

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

Employee Services
503-378-3200

For more information, go to http://www.cbs.state.or.us/internal/diversity/index.html.
**Methods of policy communication**

**Internal methods of communication**

Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas around the Labor and Industries Building (and field offices), including lobbies, breakrooms, and conference rooms, that are frequented by and accessible to employees, volunteers, and visitors.

On a biennial basis, the director will send an email to all employees when the new affirmative action plan is completed and available for viewing online and where to get a paper copy.

The director will distribute the plan to administrators and managers, detailing their responsibility to support and implement the plan. Division administrators are responsible for ensuring that their employees know where they can view or get a copy of the plan.

The diversity, equity, and inclusion/affirmative action (DEI/AA) manager will make sure the plan is available to all employees on the department’s internal website or in print copy to anyone who requests it.

**External methods of communication**

The DEI/AA manager will make sure the plan is available on the agency’s external website or as a print copy to anyone who requests it.

All DCBS job announcements will continue to include the statement: “DCBS is an equal opportunity, affirmative action employer committed to workforce diversity.” The DEI/AA manager and the Employee Services director ensure compliance with equal employment opportunity (EEO) rules.

**Complaint information**

DCBS takes seriously all types of complaints.

Employees who believe they have been or are being subjected to conduct prohibited by state and federal law are encouraged to immediately report the incident.

- All employees, including limited duration and temporary employees must follow CHRO State HR Policy 50.010.01 - workplace harassment or discrimination, which is located on the internal website.
- Applicants or consumers can file a complaint to Employee Services or a manager in a specific division.
- The report/complaint should be brought as soon as possible after an incident occurs. Employees who know of, receive information about, or receive a complaint of discrimination or harassment are strongly encouraged to report the information or complaint to their manager, Employee Services, or both. Meeting by phone and in person are offered.
- Administrators and supervisors should immediately refer allegations of conduct they reasonably believe may constitute discrimination or harassment to the designated human resources analyst or the Employee Services administrator.
- Due to the seriousness of an investigation, these are initiated as quickly as possible by Employee Services, which conducts a fact-finding inquiry or investigation into the complaint, including appropriate interviews and meetings in person or by phone. Employee Services creates, gathers, and maintains investigation documents as appropriate and discloses appropriate information to others only on a need-to-know basis consistent with federal and state privacy laws.
Appropriate action will be taken if a complaint is substantiated. Depending on the severity of the aggravation, appropriate corrective action could include any of the following:
- Verbal or written warning
- Counseling referral
- Sensitivity training
- Reassignment of worker to different site
- Suspension
- Dismissal of harasser

The agency contacts complainants within five working days of receiving a complaint. All complaint investigations are completed within 30 days of receiving. If an extension is needed, Employee Services or the manager will inform the complainant.

**Employment and recruitment**

DCBS understands that creating a more diverse and inclusive workforce will occur only when the applicant pool is more diverse, which means efforts are taken to increase the number applicants who are people of color, people with disabilities, women, and veterans. For this reason, DCBS takes a number of steps to help achieve a diverse applicant pool and workforce. Some of these steps include determining the key desired attributes and skills for the position, targeted talent sourcing, efficient screening of applicants, and onboarding.

The following are some details of the recruiting processes we use.

**Recruitment preparation**

Employee Services, with assistance from the diversity, equity, and inclusion manager, works with hiring managers and appropriate employees to determine the key desired attributes and skills for the position.

The recruitment team creates the recruitment timeline, recruitment overview with duties assigned to the appropriate party, and the recruitment sourcing plan.

**Outreach**

Developing a strong recruitment outreach strategy to attract qualified women, people of color, people with disabilities and veterans is key and is done for each recruitment. One tool that can be used is the rapid recruitment timeline (a sample is included in Appendix C). Other key items recruiters and managers use include:

- Collaborate with the digital communication officer (social media strategist) for all positions to have a recruitment plan for paid or nonpaid advertising.
- Ensure equitable access for all applicants to DCBS employment opportunities by helping them with the process.
- Continue community partnerships on other recruitments and career fairs, such as Chemeketa Community College Career Fair, Western Oregon University Career Fair, University of Portland Career Fair, LBCC Career Fair, Mock interviews at WOU, OSU Interview Event, State Diversity Conference, Southern Oregon Trade Careers Expo, First Friday Event in Eugene, Pacific University Internship Expo, Western Washington University Virtual Career Fair, WOU Virtual Career Fair, Willamette MBA Virtual Career Fair, Pacific University Work & Service Fair, Virtual Career Fair Lewis and Clark College, Rocktober Job Fest Employment for Vets, and various anti-bullying workshops for Salem-Keizer School District.
- Provide veterans’ preference accurately and assist veterans with questions they may have.
Selection
Recruiters train managers on the effective and efficient use of the application and interview evaluation forms. These unscored evaluation forms offer a way for the managers and interview panel members to use the skills and desired attributes required for the position to select applicants to interview or candidates to continue through the interview process in an unbiased manner.

The diversity, equity, and inclusion manager and training team created video training for that purpose: Conducting an Effective and Inclusive Interview. It is available on iLearn for DCBS managers and interview panel members to view. It has been so useful, DCBS made it available to other agency employees through iLearn.

Onboarding
DCBS provides all new employees with a welcoming and inclusive orientation program called RightStart. This training consists of a full day of interactive activities focused on helping people understand the mission of the agency as a whole and learn about available resources while gaining a deeper understanding of our commitment to diversity and inclusion. RightStart kicks off each session with training aimed at making the employee feel welcomed and valued. The RightStart website is https://www.oregon.gov/DCBS/RightStart/Pages/rightstart.aspx.

Retention
DCBS recognizes that investing in human resources is the best way to ensure an efficient and talented workforce. Many of the positions in the department are skilled jobs that require high levels of experience and training. To retain employees, the agency invests in individual employee development. Supervisors are encouraged to provide their subordinates an individual development plan established as part of the employee’s annual performance review. This plan may identify training and development opportunities for the employee.

The Diversity, Equity, and Inclusion Council serves as an advisory body that promotes achieving the agency’s diversity and inclusion initiative and business needs through effective culture change strategies.

The diversity, equity, and inclusion manager and Employee Services staff members analyze the annual separation data from Workday to determine whether race, gender, ethnicity, or disability status appeared to play a role in the separation of employment.

The agency provides diversity, equity, and inclusion workshops in which employees interact with co-workers and partner agencies to share best practices, brainstorm, and find solutions to issues affecting retention such as the following:

- DEI Workshop series
- Conducting an Effective and Inclusive Interview
- How to Create an Individual Development Plan
- Unconscious Bias Awareness
- Maintaining a Harassment Free and Professional Workplace
- Building Connections: Conversations
- Building Connections: Giving and Receiving Feedback
- Get your Career in Gear: Creating your Personalized Action Plan
- Job Development vs. Career Development (for interns)
- Information and Security Training (e-learning)
- DAS Workplace Effects of Domestic Violence, Harassment, and Stalking
- Remote Meetings Don’t Have to Hurt
Promotion
DCBS recognizes the value of investing in employees as the best way to ensure the agency maintains a skilled and proficient workforce. To promote employees, the agency invests in individual employee development through a succession planning program. Management is encouraged to support employees through the implementation of the individual development plan established as part of the employee’s annual performance review. This plan may identify training and development opportunities for employees based on their career goals. All employees are encouraged to apply for positions for which they are qualified. Specifically, Employee Services staff members and the diversity, equity, and inclusion manager will encourage managers to remind employees of available vacancies within the agency or in other agencies.

Employee engagement
DCBS is dedicated to continuously strive to build both trust and connection with our employees to foster an environment in which employees understand their role in the agency and are energized and enthusiastic about where they fit into its purpose, objectives, and goals. This includes ensuring all employees feel included and they have a voice to offer ideas and express views that are taken into account as decisions are made.

As an agency, we have started weekly communication with employees using three modes: an interactive and uplifting message offering various tips and resources, a mid-week update on COVID-19 issues with physical distancing protocols and information, and a Friday message from the director to highlight important news and decisions. All three messages have a goal of building trust, compassion, stability, and hope. We also use these messages to encourage teams to connect and build relationships, as well as recognizing achievements and showing appreciation to employees.

The agency has hosted lunch ‘n learns in which speakers from diverse communities provided employees with the opportunity to engage in open and honest conversations about race, gender, ethnicity, culture, veteran experiences, disability, identity, and issues affecting a specific community. The goals of the ongoing events include:

- Providing a space to hold difficult and challenging conversations
- Helping employees understand complex issues of identity and how they affect us as individuals and the community
- Providing context and clarity to issues happening in communities of colors

Each year, DCBS surveys employees on their level of engagement. The 2019 survey revealed themes and potential areas of development: communication, trust, approachability, appreciation, camaraderie, unity, and innovation. COVID-19 has both shifted and escalated some of our employee engagement methods and plans for implementation.

Succession planning
DCBS understands the importance of succession planning and implemented a plan to help ensure talent is available to achieve agency strategies and goals. In 2020, the plan is being reviewed with a goal to restart in 2021.

Currently, the workforce at DCBS is trending towards increasing numbers of voluntary retirements. As of June 18, 2019, 16.4 percent of the workforce at DCBS was eligible for retirement immediately and 28.4 percent were retirement eligible within five years. The volume of retirement-eligible employees has led to more comprehensive workforce succession planning efforts by DCBS.
By focusing on developing our workforce, we are confident that our present and future recruitment needs will be adequately addressed. Additionally, we are encouraging divisions to take steps to ensure that key positions have updated desk manuals, thus getting the institutional knowledge out of the heads of the incumbents and documented for future reference.

We are actively making an effort to alleviate the risk and inherent loss of institutional knowledge by developing our workforce through programs such as PREP (Professional Readiness Employee Program). This program has focused on succession planning efforts geared towards key agency positions identified by leadership across all divisions of DCBS. PREP is currently on hold pending reorganization of the program.

**Leadership training**

The Managers Workshop Series is the department’s succession planning program that identifies the agency key positions to develop employees to assume those current and future positions.

It was offered briefly, but due to COVID-19, it was suspended until the 2021-23 biennium. This program is for all employees interested in exploring management as a next career step. The purpose of the program is to assess a person’s readiness for a management position. Any manager, regardless of tenure or skill, can attend any level of skill-building workshops.

The workforce representation trends and charts in this plan show that representation of people of color has increased in the past few years. While we are proud of the progress, we know we have more work to do as we continually strive to ensure that DCBS is an accurate representation of the people we serve.

By focusing on the future, succession planning helps ensure talent is available to achieve agency strategies and goals.
DCBS succession planning targets the following objectives for 2021-23:

- Support agency leadership in assessing, evaluating, and developing a pool of talented people who are willing and able to fill critical positions.
- Help leadership identify and capture institutional knowledge that may be lost due to retirement, promotion, and attrition.
- Work as a tool to meet the necessary staffing needs of an agency, taking into consideration not only the quantity of available candidates, but also focusing on the quality of the candidates by addressing competencies and skill gaps.
- Identify the people with the skills and potential to perform in future roles, to strengthen the overall capability of the agency, and, ultimately, to achieve business goals.
- Highlight the most pressing future staffing needs.

**Internship program**

DCBS created internship opportunities during the 2017-19 biennium through our program called LEAP (Learn, Experience, Accomplish, and Progress). The LEAP summer internship program will continue in the 2021-23 biennium. Participating interns have assignments that are designed to help them explore the value of career opportunities within state government. Another program objective is centered on recruitment and provides managers the opportunity to assess potential job candidates for future employment opportunities within the agency.

**Executive Order 17-11 updates**

Executive Order 17-11 relates to affirmative action, equal employment opportunity, diversity, equity, and inclusion. It directs agency directors and administrators to review and discuss their affirmative action plans and to initiate training on affirmative action issues, including responsibilities in key job positions.

**Performance evaluations of all management personnel**

DCBS provides ongoing support to all levels of management personnel through a variety of training programs made available through Employee Services and on iLearn. When performance evaluations are required, notification is made through the various Workday templates that help a manager create and activate an individual development plan (IDP). As part of the ongoing succession planning efforts of the agency, the DCBS director has encouraged all managers to grow and develop in a manner that is consistent with the DAS CHRO management development strategic initiatives.

**Respectful leadership training (diversity, equity, and inclusion) and sexual harassment**

The DCBS director, managers, and supervisors are held to a higher standard and must be active in creating and maintaining a discrimination-free and harassment-free workplace. Following the DAS policy Discrimination, Workplace Harassment, and Sexual Harassment (DAS 50.010.01), it is important that all employees at DCBS are able to work in an inclusive, professional, respectful, and creative environment. The agency does not tolerate inappropriate or offensive behavior or bullying among employees and takes appropriate corrective action against employees who violate this and other policies. The director, managers, and supervisors must exercise appropriate measures to prevent and promptly correct any discrimination, workplace harassment, or sexual harassment they know about or should know about. On any complaints, they must provide a prompt and thorough process for investigating and resolving.
Statewide exit interview survey
DCBS is committed to providing opportunities to the workforce, including the promotion of employees who accept positions at other state agencies or jobs outside of state government. During the 2019-21 biennium, as employees have left the agency, they are strongly encouraged to participate in an exit interview process. DCBS focuses on encouraging managers to help employees with this process. The information gathered is used to gain a deeper understanding of why an employee leaves the agency. We use this evaluation process to create solutions aimed at providing a more engaging workplace for employees. We continue to seek a more effective procedure through Workday to ensure that employees who are leaving receive the links for the DCBS and statewide exit interviews before their last day at the agency. The DCBS exit interview will be strengthened to include questions regarding diversity and inclusion issues. The Employee Services director reviews exit interview data.

Contracting with minority-owned businesses
DCBS will be implementing the Department of Administrative Services’ new statewide policy 107-009-003 and communicating it throughout the agency. We will be encouraging all purchasers, including SPOTS card holders, to review Certification Office for Business Inclusion and Diversity (COBID) vendors before proceeding with a purchase and to record this search in their file. It is also our understanding that DAS will be providing training on COBID outreach, which DCBS will be encouraging all purchasers to attend. We will continue to attend outreach events, such as the Governor’s Marketplace, and to provide notice to the governor’s economic and business equity policy advisor when a contract meets the mandatory value threshold. We believe these efforts will promote our goals to increase COBID participation in our solicitations and to discover new COBID vendors. Learning new and effective ways to reach these vendors will be expected along the way.
III. Roles for implementation of affirmative action plan

Responsibilities and accountability
At DCBS, responsibilities for achieving goals for affirmative action, equal employment opportunity, and diversity, equity, and inclusion are shared by the director, administrators, managers, supervisors, affirmative action manager, and employees. The agency is accountable to provide assessments of roles to enhance the transparency of DCBS and the responsibility of employees to fully understand the laws and policies about civil rights, affirmative action, equal employment opportunity, and diversity, equity, and inclusion. The agency will evaluate its efforts, including those of the people below, in promoting equal opportunity and achieving affirmative action objectives. In addition, the agency expects all employees to perform their job duties in a manner that promotes inclusivity, equality, and respect.

Director/Executive Team

Responsibilities

- Ensure compliance with the agency’s affirmative action plan and promote equal employment opportunity for all employees and applicants; effectively communicate on a regular basis.
- Promote commitment to a diverse workplace free of discrimination and harassment and discuss with division’s administrators their contribution to the agency’s affirmative action goals and inclusive workplace.
- Communicate ORS 659A.012 (state agencies policy against discrimination in employment) and other relevant state and DCBS policies to subordinates.
- Provide project opportunities to make contract awards to COBID firms. Promote notifying contractors and subcontractors of DCBS of the agency affirmative action responsibilities.
- Director will participate as the chairperson of DCBS Diversity, Equity, and Inclusion Council and encourage other executive and staff participation.
- Collaborate with Employee Services staff members on attending and presenting at onboarding, as requested.
- Encourage subordinates, administrators, managers, and employees to participate in and support of diversity, equity, and inclusion education and celebrations, such as the statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events the agency promotes.
- Meet periodically (at least quarterly) with Employee Services director and diversity, equity, and inclusion manager to review workforce representation statistics from Workday.
- Evaluate the performance of administrators in the effectiveness of their efforts to promote a welcoming and respectful workplace and help achieve affirmative action plan goals and objectives by completing annual performance appraisal on Workday.
- Discuss the managers’ familiarity with the department’s workforce representation reports and affirmative action plan and knowledge of which classifications under their control are underrepresented.

Accountability
The director is accountable to the governor and the Executive Team. The director and executive team are accountable to the entire agency to make sure we do the best job we can.
Managers/supervisors

Responsibilities

- Foster and promote to subordinate employees the importance of a diverse, respectful, and discrimination-free and harassment-free workplace.
- Review of department employees engaging in any type of harassment; must follow the procedures outlined in DAS 50.010.01, Discrimination and Harassment Free Workplace and contact Employee Services.
- Ensure that all subordinates receive an orientation on the department's affirmative action goals and responsibilities and understand their own responsibilities for helping attain the goals in the agency and division.
- Collaborate and recommend strategies with Employee Services and the diversity, equity, and inclusion manager to increase the percentage of people of color, people with disabilities, LGBTQ, women, and veterans who are invited for an interview. Uphold State of Oregon procedures and rules in filling vacancies, recruitment planning strategies, resources available, and promotion consideration.
- Evaluate how well employees demonstrate and act in concert with agency values and policies by prompt and appropriate crucial conversations in any situation, which may create a respectful workplace.
- Collaborate with diversity, equity, and inclusion manager and agency Diversity, Equity, and Inclusion Council on their participation in division monthly staff meetings.
- Strive to have ethnically diverse representation of the interview panel members during interviews and have all panel members attend the diversity and inclusion training for interview panels titled “Conducting an Effective and Inclusive Interview.”
- Attend and encourage subordinates, administrators, managers, and employees to participate in and support diversity, equity, and inclusion education and celebrations, such as the Statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events the agency promotes.

Accountability

- Managers and supervisors are accountable directly to the division administrator and the director and indirectly to employees on matters of equal opportunity and affirmative action; managers and supervisors must inform on progress and report potential concerns within the organization through regular reports.

Affirmative action manager/equity leader

Responsibilities

- Team up with administrators and subordinates and Employee Services to ensure they understand their responsibilities in promoting a respectful, diverse, and inclusive workforce environment and attaining the goals of the agency affirmative action plan.
- Provide initiative, inspiration, and services that promote diversity education, cultural awareness, and leadership development among employees through a variety of progressive personal and technological outlets.
- Engage employees in cultural conversations that are intended to create a safe space where diversity issues can be explored and discussed openly and respectfully. Through authentic personal exchanges, participants help to advance diversity and cultural competency within the agency.
- Make sure recruitments include outreach to diverse organizations such as people of color, people with disabilities, LGBTQ, veterans, and women-specific websites; partner agencies;
statewide announcements; and schools, and emphasize the department’s support of equal employment opportunity and a diverse workforce.

- Confirm the affirmative action plan is maintained on the DCBS internal and external websites so it can be accessed by all employees and the community; inform employees where it can be found.
- Analyze Workday data on a quarterly basis, including the number of people of color, people with disabilities, veterans, and women applicants who applied for positions, and were invited to interview; recommend strategies to increase the percentage of those invited to interview and who were hired. The employee separation information will also be reviewed. Share this information with the director and executive team.
- Include articles in the agency’s internal newsletter, “Connections,” that express the agency’s commitment to promoting diversity, equity, and inclusion in the workforce and work environment. Topics of articles can include promotion of activities, promotion engagement, the ongoing development of a diverse workforce at DCBS, and the efforts and progress made toward meeting department goals.
- Attend onboarding sessions to inform all new employees of their rights and responsibilities under the department’s affirmative action policy, and other department policies to eliminate any harassment based on race, disability, sex, age, religion, or sexual orientation and the availability of accommodation when requested.
- Collaborate with the Governor’s Affirmative Action Office to promote diversity, equity, and inclusion throughout the enterprise, ensuring that all people receive fair and equal treatment.
- Review, as necessary, the management performance appraisal form that is used to evaluate managers on their effectiveness in achieving a diverse and inclusive work environment and affirmative action objectives as outlined in ORS 659A.012.
- Participate as a planning committee member for the statewide Diversity, Equity, and Inclusion Conference.
- Inform the progress of affirmative action and equal employment opportunity and report any potential concerns within the organization to the agency director and Employee Services director.
- Identify sources of inclusion, align inclusion to improve employee engagement, and determine methods to assess the effectiveness of inclusion initiative.

Accountability

- The affirmative action manager is accountable directly to the director, deputy director, Exec Team, and the Governor’s Office of Diversity, Equity, and Inclusion/Affirmative Action, and indirectly to employees on matters pertaining to diversity, equity, inclusion, equal employment, and affirmative action.

Diversity, Equity, and Inclusion Council members/employees

Responsibilities

- All employees are responsible for conducting themselves in accordance with the agency’s equal opportunity and affirmative action policies and this plan.
- Participate in the Diversity, Equity, and Inclusion Council as a member or volunteer in support of diversity, equity, and inclusion education and celebrations, such as the statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events the agency promotes.
• Create and promote a work environment free from any kind of hostility or unwelcome behavior. Exhibit an attitude of respect, courtesy, and cooperation toward all employees and the public.
• Recognize and respect the value of human differences among superiors, stakeholders, customers and other employees. Exhibit an attitude of respect, courtesy, and cooperation towards all employees and the public we serve.
• Have a working knowledge of their roles and responsibilities to ensure that the agency mission is continued.
• Report to an immediate supervisor any behavior or action against the agency and DAS policy outlined in ORS 659A.012 (State agencies to carry out policy against discrimination).

Accountability
• Employees are accountable to their designated supervisor/manager, administrator, the director and indirectly to their co-workers and the public.
IV. Affirmative action plan progress report July 1, 2019, to June 30, 2021

DCBS recognizes and appreciates the importance of creating an environment in which all employees feel valued, included, and empowered to do their best work and bring great ideas to the table. We recognize that each employee’s unique experiences, perspectives, and viewpoints add value to the ability to create and deliver the best possible services to clients and stakeholders. Outreach, recruitment, and retention efforts have resulted in incremental gains in the percentage of people of color in the department’s workforce, especially during the past few years.

**Trend reports**

The 10-year trend charts below track the change in percentages of people of color, people with disabilities, and women in the DCBS workforce from June 30, 2011, to June 30, 2020. The statistics used in this report for 2011 to 2018 were provided by the DAS Personnel and Position Database (PPDB) and data for 2019 and 2020 were from DAS Workday.

**People of color**

Between June 2011 and March 2015, the DCBS workforce representation of people of color was between 9.4 percent and 10.5 percent. In 2015, after reviewing the agency’s workforce representation data, DCBS leadership decided to be more aggressive to increase the workforce representation of people of color within the agency. Leadership created a position for a diversity, equity, and inclusion, and affirmative action manager.

Since 2016, the agency has continued the work to improve workplace diversity. Over the past five years, with increased outreach, creative recruitment strategies, and diversity training, there have been gains and retention in the percentage of people of color. The agency has seen the representation of people of color rapidly increase from 10.5 percent in 2015 to 16.3 percent in 2020.

![People of Color as percent of DCBS workforce](Image)
People with disabilities
Since 2017, DCBS has noticed a fluctuation in the number of employees reporting disabilities; this might be due to the attendance of the FMLA/OFLA coordinator to all onboarding sessions. The coordinator explains to new employees the benefits of disclosure and that disclosure of any information must follow state and federal law. Since disclosure of disabilities is voluntary for employees, the data historically has been underreported. DCBS will make reasonable accommodation to individuals with physical and mental disabilities of an otherwise qualified individual, unless the accommodation would impose an undue hardship on the operation of its business.

![Graph showing the percentage of DCBS workforce with disabilities from 2011 to 2020.]

Women
At DCBS, women are encouraged to seek promotional opportunities, including management. The number of women in the workplace at all levels continues to be more than 50 percent.

![Graph showing the percentage of DCBS workforce that are women from 2011 to 2020.]

Percentages are from June 30 of each year
Accomplishments made since prior biennium
Responsibility for achieving DCBS progress in diversity, equity, and inclusion comes from collaboration among agency leadership, managers, and all employees. During the 2019-21 biennium, DCBS set two goals: workforce diversity and workplace inclusion. The actions for these goals are described in the following pages.

Goal 1

Workforce diversity. DCBS recruited from a diverse, qualified group of potential applicants to secure a high-performing workforce from all sectors of our diverse community. It is understanding, accepting, and valuing differences between people, including those:

- Of different races, ethnicities, genders, ages, religions, disabilities, veterans status, and sexual orientations
- With differences in education, personalities, skillsets, experiences, and knowledge.

Accomplishments
The agency has continued to develop new strategies for recruiting and retaining a diverse, qualified workforce. Some of the accomplishments are listed below.

- Agency leadership identified how social media can positively affect the process of attracting and encouraging potential employees to apply for positions, creating a position for a digital communications officer. This role has increased our ability to reach a more diverse and multicultural community. Targeted employment opportunities are posted in different languages and to pages in those languages that are the five most commonly used non-English languages in Oregon (Spanish, Chinese, Vietnamese, Somali, and Russian). These webpages were created in 2020 and we plan to expand this process in the future.
- Performed outreach and application/interview assistance to job seekers. This allowed us to recruit skilled new employees from all segments of our diverse community, increasing the percentage of people of color, people with disabilities, women, and veterans in our workforce.
- Attended recruitment/career fairs and other events for veterans and shared agency information. Collaborated with veterans’ professional development agencies to help veterans by reviewing resumes and providing career advice.
- Continued to invest in community outreach efforts by working closely with our partners and stakeholders, council members, and employees, and through the efforts of our diversity, equity, and inclusion manager and members of the DEI council.
- Continued collaboration with Partners in Diversity as platinum member. Attended all Say Hey! and Breakfast for Champions events.
- Agency employees joined the Martin Luther King 2019 and 2020 recognitions and Salem Juneteenth 2020 celebration.
- Director and employees volunteered at the World Beat Multicultural Institute board.
- Agency director and employees participated at the Oregon Native American Chamber of Commerce (ONAC) Gathering. The agency is a member of ONAC and participate in monthly meetings.
- Maintained and built new relationships with diverse organizations such as the following:
<table>
<thead>
<tr>
<th>Community Partner/Stakeholder</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian Pacific American Network</td>
<td>Blacks in Government</td>
</tr>
<tr>
<td>Chemeketa Community College</td>
<td>City of Woodburn</td>
</tr>
<tr>
<td>Community Advocates Partnership Engagement</td>
<td>Latino Network</td>
</tr>
<tr>
<td>Easter Seals</td>
<td>Global Diversity and Inclusion Benchmark</td>
</tr>
<tr>
<td>Enterprise members: ODOJ, DOR, OED, DHS, ODVA, DOA, and ODOT</td>
<td>AARP</td>
</tr>
<tr>
<td>Hispanic Chamber</td>
<td>Western Oregon University</td>
</tr>
<tr>
<td>Hispanic Services Roundtable</td>
<td>Immigrant and Refuge Community Organization</td>
</tr>
<tr>
<td>Legislative</td>
<td>Court Appointed Special Advocates</td>
</tr>
<tr>
<td>Legislative Commission on Indian Services</td>
<td>Latino Business Alliance</td>
</tr>
<tr>
<td>NAACP (Keizer Chapter)</td>
<td>Muslim Educational Trust</td>
</tr>
<tr>
<td>Oregon Association for Minority Entrepreneurs</td>
<td>Native American Youth and Family Center</td>
</tr>
<tr>
<td>Oregon Legislature – Oregon State Capitol</td>
<td>GO Commission on Senior Services</td>
</tr>
<tr>
<td>Oregon Native American Chamber</td>
<td>Oregon Governor’s Office of Economic &amp; Business Equity</td>
</tr>
<tr>
<td>Partners in Diversity</td>
<td>Oregon State University</td>
</tr>
<tr>
<td>PGE</td>
<td>Partnership Community Living</td>
</tr>
<tr>
<td>Port of Portland</td>
<td>Oregon Latinx Leadership Network</td>
</tr>
<tr>
<td>Portland Community College</td>
<td>Philippine American Chamber of Commerce of Oregon</td>
</tr>
<tr>
<td>PSU</td>
<td>Multnomah County</td>
</tr>
<tr>
<td>Salem Keizer School District</td>
<td>Salem Keizer Coalition for Equality</td>
</tr>
<tr>
<td>Susan G Komen</td>
<td>Salem Business Alliance</td>
</tr>
<tr>
<td>Unete</td>
<td>Virginia Garcia Health Memorial, Blacks in Oregon</td>
</tr>
<tr>
<td>University of Oregon</td>
<td>Salem Multicultural Institute</td>
</tr>
<tr>
<td>Willamette University</td>
<td>Concordia University</td>
</tr>
<tr>
<td>WorkSource Oregon</td>
<td>Woodburn School District</td>
</tr>
</tbody>
</table>
• Review organizational charts and determine key entry points for candidates with limited management experience, including graduating college students or people starting new career paths, such as people of color, women, veterans, or people with disabilities.

• On a monthly basis in 2019, the DCBS Multicultural Communications Program manager and DEI manager participated in a Spanish radio broadcast by Radio Poder in Woodburn. In 2020, we occasionally participate at Salem’s Radio Poder, providing information on available services and sharing recruitment opportunities in Spanish.

• Attended meetings at various universities in Oregon for student affinity groups. Participated with Salem-Keizer School District’s high school career days and mock interview fairs to encourage high school students to consider and explore the State of Oregon as a career choice. Attended and presented at the African American Youth Leadership Conference.

• Employee Services redesigned the DCBS Rapid Response Recruitment methodology (RRRM) to be used by managers, which is intended to streamline the waiting period and selection process.

• DCBS repeated outreach efforts by hosting the fifth annual career fair in 2020. This event provided potential candidates with gaining a deeper understanding of the agency’s positions. Each career fair participant was invited to attend a workshop specifically designed to help candidates navigate through the state application process. Planning has started for 2021.

• Selected VidCruiter as the new online video interview platform for job applicants. Online interviews speed up the recruiting process and efficiently help us recruit qualified, diverse candidates from a much broader pool of applicants while reducing the cost associated with applicant travel. It also reduces our environmental footprint.

• Created a DEI public webpage to share information with stakeholders, the public, and employees. This website contains the agency affirmative action plan, gender policy, and a link to the agency’s YouTube channel, where past speakers at lunch ‘n learn events celebrating monthly heritage and other resources are showcased.

• The agency director, FMLA/OFLA coordinator, and DEI/AA manager attend all onboarding orientation to share the agency’s commitment to diversity, equity, and inclusion, and to provide resources.

• In 2019, Blacks in Government presented the agency with a plaque in recognition for outstanding commitment to diversity, equity, and inclusion. Also, in 2020, employees and leadership team members attended Blacks in Government events.

• In 2019, the Building Codes Division hosted another internship Training Academy Program session. This program teaches interns building codes and ordinances, regulations, and techniques related to the proper inspection of building construction, and helps them develop field inspection skills. There were four interns; two were people of color.

• In 2019, Oregon OSHA hosted its first all-Spanish conference, addressing the need of information and resources for Spanish-speaking workers. At this event were 180 attendees from different states. Also, the Oregon OSHA administrator and the agency director were members of a discussion panel for Philippine American Chamber of Commerce of Oregon.

• Encouraged managers/supervisors to ensure all interview panels to be one-third ethnically diverse.

Goal 2

Workplace inclusion. DCBS employs people who may be different from each other and who do not all come from the same background. We celebrate each employee’s uniqueness and strive to be inclusive, so employees feel valued, respected, accepted, and encouraged.
Accomplishments
DCBS promotes a collaborative, supportive, and respectful environment that increases the participation and contribution of all employees and applicants. True inclusion removes all barriers, discrimination, and intolerance. When applied properly in the workplace, it is natural for everyone to feel included and supported.

- Implemented the gender policy, which defines the agency’s unequivocal commitment to advancing gender equality through sensitivity and understanding of the effect of gender on society at all levels. In June 2019, for Pride Month, the agency hosted a presentation by Lincoln County Commissioner Claire Hall.
- The director holds all administrators, managers, and supervisors accountable for acting and reporting any current or foreseeable equal employment opportunity problem areas.
- The department’s action steps focus on building a diverse workforce by identifying any existing barriers within the selection processes, performing recruitment outreach, and training employees on diversity, equity, and inclusion in the workplace.
- The Diversity, Equity, and Inclusion Council collaborated with the Oregon State Police DEI Council, and both teams shared resources and information.
- DCBS established strategies to equip leaders with the ability to model and manage diversity, be accountable, measure results, and institutionalize a culture of inclusion. The agency also completed the development and implementation of a succession plan.
- Developed a new training website for employees to find everything needed to complete the agency’s required trainings, upcoming training courses offered, and resources for managing their training portfolio.
- The DEI Council continued to serve as an advisory body that promotes achieving the agency’s diversity, equity, and inclusion initiative and business needs through effective culture change strategies. Members of the council and the DEI manager speak at division meetings on topics of diversity.
- Host all heritage recognition lunch ‘n learn events where speakers from communities of color provide employees the opportunity to engage in open and honest conversations on topics about race, gender, ethnicity, culture, veterans’ experiences, disability, identity, and issues affecting specific communities. The goals of the ongoing events include:
  - Ensuring a safe space to hold difficult and challenging conversations
  - Helping employees understand complex issues of identity and how they affect us as individuals and the community
  - Providing context and clarity to issues happening in underrepresented communities
- Conducted employee survey that included diversity, equity, and inclusion and cultural (EDIC) competency. The survey was delivered to 878 employees, and 467 (53 percent) completed at least part of the survey. More than 83 percent of respondents indicate they have received EDIC training from DCBS. Data was shared with all employees.
- Management, Employee Services, and the DEI/AA manager shared responsibilities of identifying, developing, and executing agency objectives of outreach and recruiting employees by using the new personnel tracking program used by the State of Oregon Workday DEI Dashboard.

Demographic analysis
The workforce representation reports below have been collected from the State of Oregon’s Workday DEI Dashboard. Because the parity data for the State of Oregon is out of date, these reports do not use parity analysis as in the past. Parity is defined as the ultimate goal of affirmative action programming (women, people with disabilities, people of color, and veterans are
represented in every job category of a workforce in the same proportion they are available in the total workforce). The Governor’s Affirmative Action Office and state agencies will update the parity analysis for the next affirmative action plan period of 2023-25. For this 2021-23 plan, the actual numbers of employees within each job category, race, disability, veteran status, and gender will be reviewed and a plan made to continue to increase the representation. The 10-year trend charts give DCBS a better picture of how the agency is doing overall.

DCBS is including detailed report tables for the following information: summary of data; workforce representation by race and gender; agency executives by race, gender, disability, and veteran status; agency supervisors by race, gender, disability, and veteran status; promotions for supervisors by race and gender, and promotions for nonsupervisors by race and gender.

**Workforce Representation by Job Classification, Race/Ethnicity, Disability, Veterans, and Gender**

This summary report shows how many employees are people of color, white, with a disability, or a veteran within each job category as of June 30, 2020. The agency currently has 16.25 percent of its employees who are people of color. It is important to note that 0.79 percent of the employees do not wish to answer the race/ethnicity question.

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Total Employees</th>
<th>POC</th>
<th>White</th>
<th>Do Not Wish to Answer</th>
<th>Disability Reported</th>
<th>Veteran</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td>170</td>
<td>29</td>
<td>140</td>
<td>1</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Officials and Administrators</td>
<td>83</td>
<td>11</td>
<td>72</td>
<td>0</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>14</td>
<td>2</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professionals</td>
<td>500</td>
<td>87</td>
<td>409</td>
<td>4</td>
<td>13</td>
<td>34</td>
</tr>
<tr>
<td>Service</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Technicians</td>
<td>116</td>
<td>15</td>
<td>99</td>
<td>2</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Agency Totals</td>
<td>886</td>
<td>144</td>
<td>735</td>
<td>7</td>
<td>24</td>
<td>62</td>
</tr>
<tr>
<td>Percentage</td>
<td>100.00%</td>
<td>16.25%</td>
<td>83%</td>
<td>0.79%</td>
<td>2.71%</td>
<td>7.00%</td>
</tr>
</tbody>
</table>
The summary report below is in more detail, showing the number of employees by race/ethnicity within each job category (American Indian or Alaska Native, Asian, Black or African American, and Hispanic or Latino).

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Total Employees</th>
<th>American Indian or Alaska Native</th>
<th>Asian</th>
<th>Black or African American</th>
<th>Hispanic or Latino</th>
<th>Native Hawaiian or Other Pacific Islander</th>
<th>Two or more Races</th>
<th>White</th>
<th>Do not wish to answer</th>
<th>Females</th>
<th>Males</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td>170</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>14</td>
<td>2</td>
<td>6</td>
<td>140</td>
<td>1</td>
<td>130</td>
<td>40</td>
</tr>
<tr>
<td>Officials and Administrators</td>
<td>83</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>72</td>
<td>0</td>
<td>42</td>
<td>41</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>14</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>0</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>Professionals</td>
<td>500</td>
<td>5</td>
<td>24</td>
<td>5</td>
<td>40</td>
<td>2</td>
<td>11</td>
<td>409</td>
<td>4</td>
<td>260</td>
<td>240</td>
</tr>
<tr>
<td>Service</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Technicians</td>
<td>116</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>10</td>
<td>1</td>
<td>99</td>
<td>2</td>
<td>24</td>
<td>92</td>
<td></td>
</tr>
<tr>
<td><strong>Agency Totals</strong></td>
<td><strong>886</strong></td>
<td><strong>7</strong></td>
<td><strong>35</strong></td>
<td><strong>8</strong></td>
<td><strong>69</strong></td>
<td><strong>4</strong></td>
<td><strong>21</strong></td>
<td><strong>735</strong></td>
<td><strong>7</strong></td>
<td><strong>467</strong></td>
<td><strong>419</strong></td>
</tr>
</tbody>
</table>

*Affirmative action statistics are voluntary and may not accurately reflect the actual diversity of the agency. Two graphs were created due to the amount of data.
Agency director and executives

The chart below is the race and gender of the agency director.

```
<table>
<thead>
<tr>
<th>Race Categories</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black/African American</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two Or More Races</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>
```
Agency executives
This chart includes all employees whose assignments require them to set agency policies that affect both internal and external statewide operations. The charts below show executives race/ethnicity (people of color or white) and gender.

<table>
<thead>
<tr>
<th>Race</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>POC</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>9.30%</td>
</tr>
<tr>
<td>White</td>
<td>21</td>
<td>18</td>
<td>39</td>
<td>90.70%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>24</strong></td>
<td><strong>19</strong></td>
<td><strong>43</strong></td>
<td></td>
</tr>
</tbody>
</table>

The chart below is in more detail, showing the number of executives by race within each job category (American Indian or Alaska Native, Asian, Black or African American, and Hispanic or Latino) among executives.

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Asian</td>
<td></td>
<td>1</td>
<td>1</td>
<td>4.65%</td>
</tr>
<tr>
<td>Black/African American</td>
<td></td>
<td></td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Hispanic</td>
<td></td>
<td>1</td>
<td>1</td>
<td>2.33%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td></td>
<td></td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Two Or More Races</td>
<td></td>
<td>1</td>
<td>1</td>
<td>2.33%</td>
</tr>
<tr>
<td>White</td>
<td>21</td>
<td>18</td>
<td>39</td>
<td>90.70%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>24</strong></td>
<td><strong>19</strong></td>
<td><strong>43</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
Agency executives
The chart below contains sorted information on disability, Veteran’s status and gender category disclosed by DBCS executives.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Reported Disability</th>
<th>Percent</th>
<th>Veteran</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>1</td>
<td>50.00%</td>
<td>1</td>
<td>25.00%</td>
</tr>
<tr>
<td>Male</td>
<td>1</td>
<td>50.00%</td>
<td>3</td>
<td>75.00%</td>
</tr>
<tr>
<td>Totals</td>
<td>2</td>
<td></td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

The chart below is in more detail showing the number of executives by on disability, veteran’s status and racial category disclosed by DBCS executives.

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Disability Reported</td>
<td>Veteran</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black/African American</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two Or More Races</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Totals**</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
Agency supervisors

Males have a larger representation in supervisory roles. We continue to encourage females on our staff to seek these positions. Also, there is a lack of diversity in this sub-category, especially in American Indian/Alaska Native, Black, and Native Hawaiian/Other Pacific Islander. We will continue to collaborate with our partners to add more diverse voices to supervisory positions.

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Asian</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>7.50%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>7.50%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Two Or More Races</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2.50%</td>
</tr>
<tr>
<td>White</td>
<td>15</td>
<td>18</td>
<td>33</td>
<td>82.50%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>18</strong></td>
<td><strong>22</strong></td>
<td><strong>40</strong></td>
<td></td>
</tr>
</tbody>
</table>

Department of Consumer and Business Services

Agency Supervisors by Reported Disability & Veteran’s Status, and Racial Categories

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Female</th>
<th>Male</th>
<th>Total Females</th>
<th>Disability Reported</th>
<th>Veteran</th>
<th>Total Males</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Two Or More Races</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>0</strong></td>
<td><strong>1</strong></td>
<td><strong>1</strong></td>
<td><strong>0</strong></td>
<td><strong>2</strong></td>
<td><strong>3</strong></td>
</tr>
</tbody>
</table>

Workday Statistics as of June 30, 2020
Promotions
The charts below shows all employees promoted into supervisory positions reported by racial/ethnicity, disability, veterans category and gender. The report data was pulled for July 1, 2019, through June 30, 2020.

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Asian</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>6.67%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Two Or More Races</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>White</td>
<td>7</td>
<td>7</td>
<td>14</td>
<td>93.33%</td>
</tr>
<tr>
<td>Do Not Wish to Answer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Blank</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>7</td>
<td>8</td>
<td>15</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Disability Reported</th>
<th>Veteran</th>
<th>Total Females</th>
<th>Disability Reported</th>
<th>Veteran</th>
<th>Total Males</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Two Or More Races</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>
Agency nonsupervisory promotions by racial categories and gender

The data was captured from Workday from July 1, 2019, through June 30, 2020. The demographic tables below show the promotion of 103 nonsupervisory employees. The positions reported are by racial/ethnicity, gender, disabilities, and veterans category. Females have been promoted at a slightly higher number; there is still work to be done for people of color (Native American, Blacks, Native Hawaiian/Other Pacific).

### Department of Consumer and Business Services
Agency Non-Supervisor Promotions by Racial Categories and Gender

**Workday Statistics as of July 1, 2019 to June 30, 2020**

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Asian</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>1.94%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>4</td>
<td>3</td>
<td>7</td>
<td>6.80%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Two Or More Races</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>2.91%</td>
</tr>
<tr>
<td>White</td>
<td>45</td>
<td>38</td>
<td>83</td>
<td>80.58%</td>
</tr>
<tr>
<td>Do Not Wish to Answer</td>
<td>7</td>
<td>1</td>
<td>8</td>
<td>7.77%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>59</strong></td>
<td><strong>44</strong></td>
<td><strong>103</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

### Department of Consumer and Business Services
Agency Non-Supervisor Promotions by Racial Categories and Gender

**Workday Statistics as of July 1, 2019 to June 30, 2020**

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Two Or More Races</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>4</strong></td>
<td><strong>4</strong></td>
<td><strong>4</strong></td>
<td><strong>8</strong></td>
</tr>
</tbody>
</table>
V. July 1, 2021, to June 30, 2023, Affirmative Action Goals

Goals for DCBS affirmative action plan

DCBS will continue to support equal employment opportunities for both employees and applicants for employment on the basis of individual merit to be determined through fair and practical methods of selection and promotion, without regard to race, color, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations. It is also the purpose of the affirmative action goals to outline and implement procedures to effectively maximize the use of the agency’s available human resources by applying sound management and merit principles, and available statistical data reflective of agency demographic and job market conditions.

In the 2021-23 biennium, DCBS is pursuing the following goals:

**Goal 1**

**Workforce diversity.** DCBS will continue to expand its employment goals for hiring people of color, people with disabilities, veterans and women whose representation in the workforce is less than would be reasonably expected by availability estimates of the qualified labor pool. Continued outreach, assistance to candidates, building relationships with diverse communities and other positive steps will be taken to achieve this goal. All of this is based on the above demographic charts.

**Goal 2**

**Workplace inclusion.** DCBS strives to understand and provide transparency in our actions. It is understood that people experience bias and disadvantage in different ways based on the intersection of their various social identities. For this, the agency is committed to a welcoming workplace that embraces differences and offers respect in words and actions for all employees, and fosters diversity of thought, ideas, perspectives, and values.

**Strategies and timelines for achieving DCBS goals**

**Workforce diversity**

- Continue recruitment notices to expand our current community organizations that are likely to refer women, people of color, veterans, and people with disabilities to our job postings. We will use social media for reaching out to a wider range of applicants.
- Assess the barriers to entry and what can be done to break them down, particularly management positions.
- Encourage hiring managers to address any possible issues in the hiring process and to continue using DCBS Rapid Response Recruitment methodology (RRRM) to help speed up the process of hiring.
- Use interviewing panels that are at least one-third diverse and encourage all interview panel members to complete the online training “Conducting an Effective and Inclusive Interview.”
- Offer possible applicants career services, including career exploration, informational interviews, application material review, mock interviews and information the state’s online application process (WorkDay).
- Research implementing procedures for interview process of applicants and diversity of interview panels on our new system Workday through the Governor’s Office of Diversity, Equity, and Inclusion/Affirmative Action (DEI/AA) and DAS-CHRO.
• Facilitate collaboration between division representatives; Diversity, Equity, and Inclusion Council members; and DEI/AA manager to attend career fairs and minority groups events throughout the state.
• Support the continuation of conducting sessions in which employees can safely discuss diversity, equity, and inclusion. These discussions will help everyone understand, address, and rectify biases.
• Monitor the new online video interview platform VidCruiter. Train managers as needed on the effective use of video interviews.
• Engage in strategic partnerships with major partners, who have a strong presence in traditionally underrepresented communities, to address discrimination or increase diversity, equity, and inclusion competency.
• Host in 2021 our internship program (LEAP) to help students become more qualified and job ready.
• Review of staff performance appraisal process and practice to ensure tools and procedures are free from bias toward women, LGBTQ, people of color, veterans, and people with disabilities.
• Be committed to attend at least two events created to help veterans and to collaborate with Oregon vocational rehabilitation job developers.
• Complete transition and add more content to our diversity, equity, and inclusion public webpage.

**Workplace inclusion**

• Continue to develop diversity, equity, and inclusion workshops in which employees can interact with co-workers and partner agencies to share best practices, brainstorm, and find solutions to issues.
• Ensure that diverse hires who are vocal champions of diversity, equity, and inclusion are at all levels, including leadership, by collecting and analyzing data from the Workday application process, as well as from hires, promotions, and separations with guidance from the Governor’s Office of Diversity, Equity, and Inclusion/Affirmative Action (DEI/AA) and CHRO-DAS.
• Continue participation of agency director, FMLA/OFLA coordinator, and DEI/AA manager at onboarding to share agency commitment to diversity, equity, and inclusion, and be available to provide resources.
• Focus on retaining employees and creating an environment that is inclusive, accepting, and respectful of differences, including gender, ethnic, cultural, generational, sexual orientation, and life experience. Continue to measure, monitor, and improve employee engagement throughout the agency, paying close attention to the needs of our diverse workforce.
• Use the Diversity, Equity, and Inclusion Council to develop new ideas and identify best practices that will help us accurately reflect the diversity of the state and increase the number of people of color, veterans, women, and people with disabilities working at DCBS.
• In the next two years, provide training to all Executive Team members, managers/supervisors, and staff members on principles of racial equity, cultural competency, unconscious bias, and crucial conversations.
• The Diversity, Equity, and Inclusion Council will continue to collaborate with the diversity, equity, and inclusion manager to advise and promote achieving the agency’s diversity and inclusion initiative, business needs, and effective culture change through sponsoring crucial conversations among all employees.
• Continue to offer lunch ‘n’ learn events in which speakers from various communities can provide employees with the opportunity to get involved in open and honest conversations.
• Encourage the attendance to career fairs and minority groups events throughout the state by division representatives, Employee Services staff members, and the diversity, equity, and inclusion manager.

• Provide periodic guidance and training in compliance with state and federal law on diversity, equity, and inclusion, preventing discrimination and harassment, as well as training on cultural diversity.

• Take appropriate action when employees behave inappropriately toward other employees or agency customers, stakeholders, or visitors.

• Carry on the agency’s annual internship program (LEAP) in 2021 to help students become more qualified and be job ready. In response to COVID-19, the 2020 LEAP session was canceled.
VI. Appendices

Appendix A – State Policy Documentation

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

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

Link to federal documentation:
http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf

Includes:

- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- Title VII of the Civil Rights Act of 1964
- National Origin Discrimination Title VII of the Civil Rights Act of 1964
- Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- Religious Discrimination Title VII of the Civil Rights Act of 1964
- Retaliation Title VII of the Civil Agency Affirmative Action Policy
- Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- Sexual Harassment Title VII of the Civil Rights Act of 1964

Executive Order 11246 (OFCCP regulations)
Appendix C – Documentation in Support of Affirmative Action Plan

Gender Policy

Purpose:
The main purpose of the gender policy is to establish a clear vision and create a safe and productive workplace for all DCBS employees. It is the department’s policy to not discriminate in any way against any person based on gender, gender identity, gender expression, or sexual orientation.

This is imperative because gender is such an important dimension of all public policies and because the promotion of gender equality depends on the commitment of all of us.

This policy provides guidelines to address the needs of transgender, nonbinary, transitioning, and gender nonconforming employees. It clarifies how to implement the policy in situations when questions may arise.

This policy does not anticipate every situation that might occur with respect to transgender, nonbinary, transitioning, and gender nonconforming employees. The needs of an individual employee must be assessed on a case-by-case basis. In all cases, the goal is to ensure a safe, healthy, respectful, and inclusive work environment for all DCBS employees.

To view complete policy, go to https://www.oregon.gov/dcbs/Pages/diversity.aspx.
Diversity, Equity and Inclusion Council Policy

Policy & Procedure
Number: EMP-02
Date Issued: August 3, 2016
Section: Employee Services
Subject: Diversity and Inclusion Council
Approved: [Signature]

Applicability:
This policy applies to all Department of Business and Consumer Services (DCBS) employees, including the Workers' Compensation Board.

Policy:
The Department of Consumer and Business Services Diversity and Inclusion Council is an advisory body that promotes achieving the agency’s diversity and inclusion initiative and business needs through effective culture change strategies. It is a forum to share diversity information, events, and ideas; discuss diversity issues; collaborate and recommend implementation of diversity initiatives; and make recommendations regarding how to best use agency resources to achieve diversity and inclusion goals.

The council reflects an inclusive cross-section of the DCBS workforce: 15 staff, including management (classification level, ethnicity, generation, organization, function, gender, sexual orientation, physical ability, religion, and socio-economic status).

The role of the Diversity and Inclusion Council includes:
- Identifying critical diversity issues for leadership and staff
- Providing recommendations concerning diversity and inclusion initiatives
- Communicating the benefits of a diverse workforce
- Working with the diversity and inclusion outreach coordinator to develop partnerships with other external partners and community organizations
- Creating external credibility and cultivating trust with the public we serve
- Promoting an environment that is inclusive
- Serving as role models to promote a cultural change (change agents)

The following are responsibilities of the Diversity and Inclusion Council:
A. Reviewing and providing feedback on programs, initiatives, and policies as they relate to workforce, strategic plans, and services to consumers, and making recommendations to the DCBS director and Employee Services administrator.
B. Providing advice and consultation to the DCBS director and Employee Services administrator on opportunities and challenges associated with creating a diverse, inclusive, and equitable workplace.
C. Supporting the state Affirmative Action Office to raise an atmosphere of acceptance, inclusion, diversity, and equity in all levels at DCBS.
D. Functioning as a communication channel through which employees can express ideas as they relate to diversity and inclusion issues, and as a link between employees and management.
E. Prioritizing and leading diversity and inclusion initiatives to ensure follow through.
F. Maintaining a contemporary Diversity and Inclusion Council mission/purpose.
G. Communicating progress to staff (share successes).

H. Partnering with diversity and inclusion coordinator to:
   1. Help develop and implement the diversity and inclusion strategy
   2. Help ensure strategic alignment across all diversity initiatives (diversity and inclusion strategy, staff, management, customers, and the Diversity and Inclusion Council).
   3. Facilitate council member rotation.
   4. Enrich diversity education through benchmarking and close work with the agency trainer.

I. Support administrators, deputies, managers, and supervisors on their efforts to enhance and promote diversity in their divisions.

J. Provide an annual report of its goals and progress to the DCBS director, Employee Services administrator, and employees.

The Diversity and Inclusion Council operates under the support of an appointed chairperson and vice chairperson. The council receives staff support from the Director’s Office and Employee Services.

The council is also composed of voting primary council members who are self-nominated or appointed as determined by the chairperson.

The chairperson and vice chairperson serve a term of two years and members serve one year

- Members must commit to attending at least two-thirds of the meetings.
- The council meets on the first Wednesday of every other month at L&I Building. Video conferencing will be available for members who work outside of Salem.
Diversity, Equity, and Inclusion Council charter

In 2016, along with hiring a diversity, equity, and inclusion manager, DCBS created the Diversity, Equity, and Inclusion Council as a vehicle for making organizational change and helping provide focus to diversity, equity, and inclusion initiatives.

In order to succeed with DCBS affirmative action and diversity, equity, and inclusion, the following elements must be in place:

- Support from management
- The ability to link the agency's diversity initiative with the overall business strategy and succession plan
- Emphasis on the importance of diversity in and to the agency
- Involvement from all levels of the agency
- The creation of metrics to measure progress (recruitment, retention, employee satisfaction, career development, mentoring programs, training, etc.)
- Communication of goals and efforts
- Assessment of employee/customer satisfaction (surveys)
- A long-term strategy to institutionalize the diversity and inclusion efforts undertaken.

A complete version of the Diversity, Equity, and Inclusion Council charter is available on our internal webpage or contact Veronica Murray.

Department of Consumer & Business Services
Diversity, Equity, and Inclusion Council Charter
2019 – 2021
Biennium

DCBS management supports and encourages dialogue in advancing diversity, inclusion, and equity with integrity, respect, and personal responsibility.
Diversity, equity, and inclusion membership application

The council mission is to “strengthen equity and opportunity at our agency for employees, stakeholders, and the people we serve throughout Oregon.”

Commitment

- Willing to promote an enriching and supportive climate that allows all members of our workforce to thrive and succeed while respecting our differences.
- Membership as a volunteer council participant, agreeing to serve a one-year term.
- To attend all meetings (six per year, always held on Wednesday)

If you want to make a meaningful difference in the support of diversity and inclusion within our agency by being on the council, please complete the application below and to submit it to: Veronica A. Murray.

Name: ________________________________  Division: ________________________________

Position: ________________________________  Email: ________________________________  Phone number: ________________________________

Please answer each of the following questions to help us have a better understanding of why you want to serve as a member of this committee:

1. Why do you want to be a part of the Diversity and Inclusion Council?

2. What role do you feel the Diversity and Inclusion Council should have in our agency?

3. What experience do you have working with issues of diversity, equity, and inclusion? What strengths, skills, or knowledge will you bring to the council?

NOTE: We appreciate your interest in offering to serve on the Diversity and Inclusion Council at DCBS. If you are not selected to serve during the first term, we may contact you in the future to see if you would be available. On behalf of DCBS Employee Services, we appreciate your contribution and desire to continue to participate in supporting an environment that shows respect for everyone, despite our differences.