



State of Oregon
**DEPARTMENT OF CONSUMER
AND BUSINESS SERVICES**

Affirmative Action Plan
2019-21 Biennium

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Oregon

Kate Brown, Governor

Department of Consumer and Business Services

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June 4, 2019,

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

Re: DCBS 2019-2021 Affirmative Action Plan

Dear Steve,

The Department of Consumer and Business Services is committed to having a workforce that reflects the diversity of the state. We are committed to providing equal employment opportunities and equal access to programs and services to all Oregonians.

Enclosed is the 2019-21 Affirmative Action Plan for the Department of Consumer and Business Services. The plan highlights our accomplishments in affirmative action, diversity, and inclusion, as well as our goals for continuing to attract and maintain a diverse workforce.

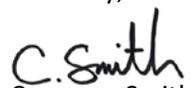
Our accomplishments in the 2017-19 biennium included networking with diverse organizations to disseminate information about DCBS services, the available job openings, and the career services help we offer to applicants. Also, we made a significant increase of diverse representation in our workforce.

New goals for 2019-21 include continue working with our Diversity and Inclusion Council, developing and implementing succession planning for DCBS managers, and continuing to provide career development help. This help includes 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.

In addition to our commitment to having a diverse workforce and a welcoming environment, we continue to support the work of the Office of Diversity, Equity, and Inclusion/Affirmative Action to promote diversity, equity, and inclusion statewide.

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

Sincerely,


Cameron Smith
Director

DEPARTMENT OF CONSUMER & BUSINESS SERVICES
Affirmative Action Plan
2019-21 Biennium

Letter From The Director

I.	Description Of DCBS	Page
	A. Mission and Objectives	1
	B. Name of Agency Director/Administrator	3
	C. Name of Governor’s Policy Advisor for your agency (see State Agency Directory for the Governor’s Office)	3
	D. Name of your agency’s Affirmative Action Representative	3
	E. Name and contact information for additional designated FTE with “diversity”, “inclusion”, “access”, “equal opportunity”, “multicultural” or “equity” in their working title	3
	F. Organizational Chart	4
II.	Affirmative Action Plan	
	A. Agency Affirmative Action Policy Statement/Agency Diversity & Inclusion Statement	5
	B. Policy	7
	i. Agency AA Policy/DI Statement/State and Federal Employment Law Documents	
	i. Are these items accessible to all employees and partners?	
	ii. Where are they located?	
	iii. How can employees and partners access them?	
	ii. Complaint options	
	i. Formal/informal	
	ii. Contact information	
	iii. Complaint information (intake, processing, timeframe, next steps)	
	C. Employment	8
	i. How does your agency work to implement equity in	
	i. Hiring	
	ii. Retention	
	iii. Promotion	
	iv. Succession Planning	
	ii. Are your methods effective? If so, how? If not, explain.	
	D. Training, Education, and Development Plan (TEDP)	9
	Report on access, availability, tracking/monitoring, and return on investment (ROI) of professional development offered agency-wide	
	i. Training overview	
	ii. Employees	
	iii. Volunteers	
	iv. Contractors/Vendors	
	E. Leadership Development/Training Program(s)	11
	i. EEO data of trainees (job classification by category; include gender, and demographic information)	
	ii. Results of development/training program	
	F. Programs	12
	i. Internship Program(s)	

	Please include Formal and/or Informal programs, as applicable	
	ii. Mentorship Program(s) Please include Formal and/or Informal programs, as applicable	
	iii. Diversity Awareness Program(s)	
	i. Agency-Wide Diversity Council	
	ii. Employee Resource Groups (ERGs)/Affinity Groups Diversity Presentations, Training and/or Activities	
G.	Community Engagement (may include, but not limited to, Career Fairs, Community Events/Festivals, Trade-specific events)	14
H.	Executive Order 17-11 Updates	20
	i. Respectful Leadership Training (Diversity, Equity & Inclusion), and Sexual Harassment	
	ii. Statewide Exit Interview Survey	
	iii. Performance Evaluations of all Management Personnel	
I.	Status of Contracts to Minority Businesses (ORS 659A.015)	22
	a. Business Oregon’s Certification Office of Business Inclusion and Diversity (COBID) manages the certification and processing of firms formerly under Oregon Minority, Women, Emerging Small Businesses (OMWESB) and now includes Service Disabled Veteran business owners under COBID. DCBS will report on the following:	
	i. Agency total contract budget (dollars)	
	ii. Total number of contracts	
	iii. Total number of contracts with COBID firms	
	iv. Total contract dollars spent on COBID contracts	
	b. If the agency has zero contracts awarded to COBID, provide detailed forecasted strategy to remedy, if possible.	
III.	Roles For Implementation Of Affirmative Action Plan	23
	A. Specific, active engagement, and/or innovative activity of:	
	a. Director/Administrator	
	b. Managers and Supervisors	
	c. Affirmative Action Representative	
IV.	July 1, 2017 To June 30, 2019 Accomplishments	25
	A. Accomplishments in goal attainment/progress from current biennium’s Affirmative Action Plan	
	B. Progress made or lost since previous biennium, if applicable	
V.	July 1, 2019 – June 30, 2021	30
	A. Goals for agency Affirmative Action Plan	
	B. Strategies and timeline for achieving agency goals	
VI.	Appendix A – State Policy Documentation	31
	(note: available as single PDF; attach as link only http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf)	
	A. ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)	
	B. Discrimination and Harassment Free Workplace - (Statewide Policy No. 50.010.01)	

- C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)
- D. Veterans Preference in Employment (105-040-0015)
- E. Equal Opportunity and Affirmative Action Rule (105-040-0001)
- F. Executive Order 17-11

VII. Appendix B - Federal Documentation

32

(note: available as single PDF; attach as link only

http://www.oregon.gov/qov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf)

- A. Age Discrimination in Employment Act of 1967 (ADEA)
- B. Disability Discrimination Title I of the Americans with Disability Act of 1990
- C. Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- D. Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- E. National Origin Discrimination Title VII of the Civil Rights Act of 1964
- F. Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- G. Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- H. Religious Discrimination Title VII of the Civil Rights Act of 1964
- I. Retaliation Title VII of the Civil Agency Affirmative Action Policy
- J. Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- K. Sexual Harassment Title VII of the Civil Rights Act of 1964

VIII. Appendix – Documentation in Support of Affirmative Action Plan

33

- A. Affirmative Action Policy, (DCBS, PER-27)
- B. Recruitment Process
- C. Employee Voluntary Self-Identification form (*Statewide Policy Revised EEO-4*)
- D. Diversity & Inclusion Council (DCBS, EMP-02)
- E. Diversity Council Charter
- F. Diversity Council Membership Application

I. Department of Consumer and Business Services Description

A. Our Mission

The mission of the Department of Consumer and Business Services (DCBS) is to protect and serve Oregon's consumers and workers while supporting a positive business climate.

What We Value

- A commitment to public service
- Integrity, expertise, and personal responsibility
- Collaborative, creative efforts to find solutions
- Effectiveness and accountability in our people and programs
- Excellent customer service
- Effective communication
- Respect for the diverse community of DCBS
- A positive business climate

What We Do

DCBS is Oregon's largest business regulatory and consumer protection agency. The department focuses on the following areas:

- Safe and healthy workplaces
- Safe and efficient buildings
- Sound financial systems
- Protection for consumers of financial products
- Availability of safe, affordable financial and insurance products
- Affordable and available workers' compensation benefits
- Education for consumers, workers, and businesses

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.

Our Goals

DCBS has three fundamental goals to advance the department's mission:

- 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 Our Mission and Goals:

- Actively work with stakeholders and customers to seek input and solve problems
- Focus efforts on improving outcomes for consumers and workers
- Structure regulatory programs to impose the minimum burden on regulated businesses consistent with achieving the desired outcomes

- Promote choices and access for Oregon consumers and businesses by supporting the success of industries in the economic sectors we regulate
- Use a combination of regulation, enforcement, education, consultation, or direct service delivery to achieve results
- Use technology and other tools to exchange information easily and conduct business
- Measure programs and approaches for results and look for improvement
- Improve cost-effectiveness and ensure services provide value to consumers, workers, and businesses

Customer Service Expectations of DCBS Employees

DCBS values customer service. Expecting exceptional customer service skills from all employees helps us to maintain a welcoming work environment.

Below is the list of customer service expectations of DCBS employees:

- We are accessible. We listen actively, acknowledge the problem, and ask questions before we problem-solve or provide answers.
- We provide solutions and options and are empathetic and helpful even if we have to say no.
- We respond to inquiries promptly and provide consistent information.
- We do our homework before answering a question.
- We make customers feel important and appreciated.
- We are accountable and take responsibility.
- We communicate clearly, concisely, and jargon-free both verbally and in writing.
- We treat our customers, both external and internal, the way we would like to be treated.
- We provide tools and resources to all employees so they can assist people with language barriers. Those tools include CTS Language Link and desk card – foreign-language interpretation over the phone through conference calls and volunteer resource language bank (employees). Another tool we use is our Multicultural Communications Program.

B. DCBS Director

Cameron Smith
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-947-7872

C. Governor's Policy Advisor

Jason Lewis Berry
State Capitol
Salem, OR 97301
503-378-6549

D. DCBS Affirmative Action Representatives

Robert Newton, Deputy HR Director, Employee Services
503-947-7011

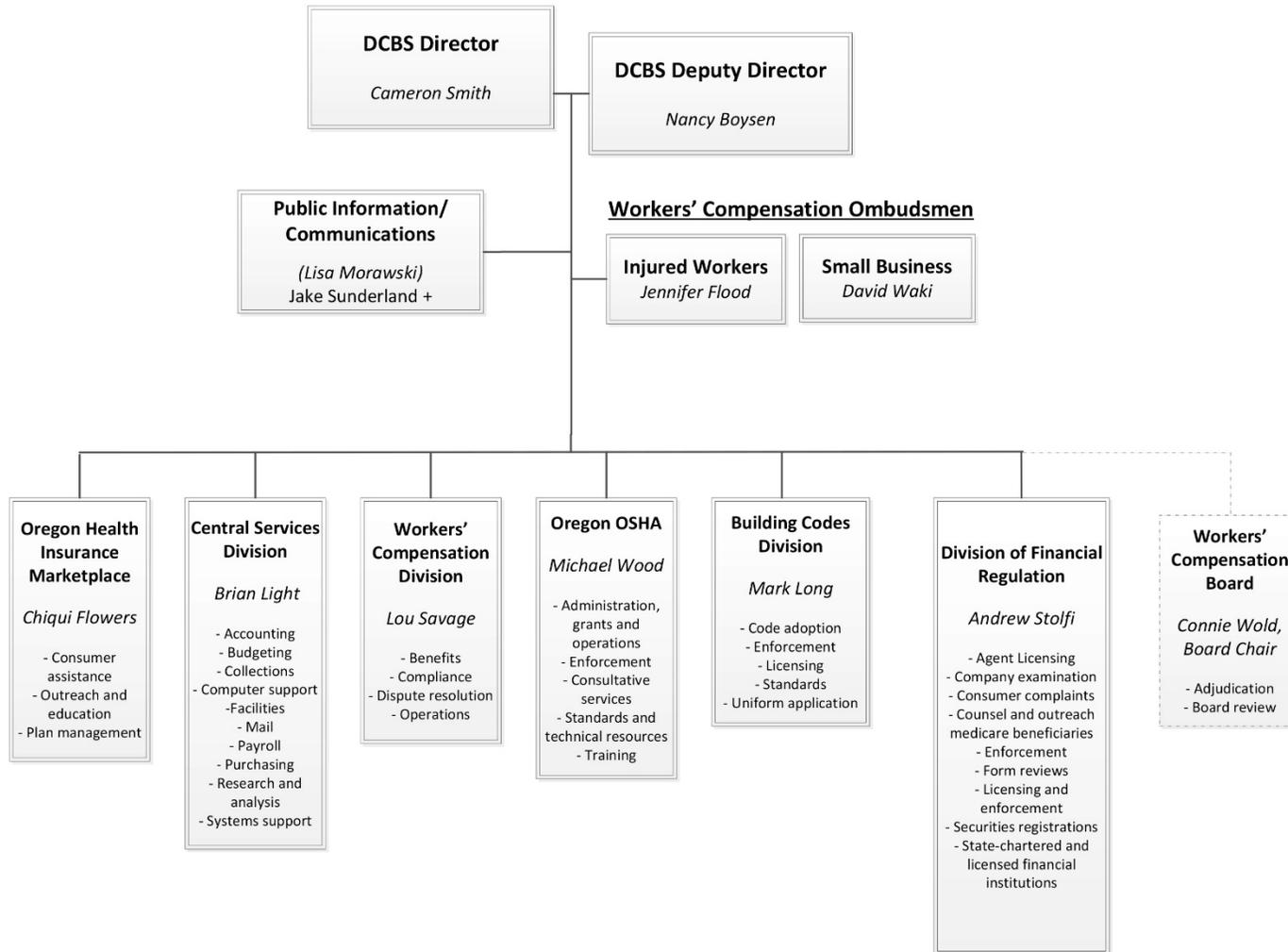
A. Veronica Murray, Diversity and Inclusion Coordinator, Director's Office
503-947-7283

Multicultural Communications Program

Ruth Kemmy, Manager
503-947-7513

F. Organizational Chart

DCBS Organizational Chart by Division



As of February 2018

+ = Rotation in
() = Rotation out

II. Affirmative Action Plan

A. DCBS Affirmative Action Policy

PER-27

Department of Consumer and Business Services 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](#)

A. DBCS Equity, Diversity, and Inclusion Statement

Dedicated to CONSUMER and WORKER PROTECTION

Department of Consumer and Business Services Equality, Diversity, and Inclusion statement

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>.



4-405-372 (COM/5/18)

B. Policy

a. Communication of the Affirmative Action/DI Statement/State and Federal Employment Law Documents:

Internal Methods of Communication

Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to employees, volunteers, and visitors, including areas such as break rooms and conference rooms.

- On a biennial basis, the director will send an email to all employees that the 2019-21 Affirmative Action Plan is completed and available for viewing or getting 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 agency's plan is available to all employees on the [department's internal website](#) or in print copy to anyone who request it.

External Method of Communication

- The DCBS Affirmative Action Plan is available on the [agency's external website](#) or in print copy to anyone who request it.
- All DCBS job announcements will continue to include the statement "DCBS is an Equal Opportunity, Affirmative Action Employer Committed to Workforce Diversity."

b. Complaint options

Employees who believe they have been or are being subjected to conduct prohibited by state and federal law are encouraged to report the incident to their manager, Employee Services, or both. 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/harassment are strongly encouraged to report the information or complaint to their manager, Employee Services, or both.

Administrators and supervisors refer allegations of conduct that they reasonably believe may constitute discrimination or harassment to the designated human resources analyst or Employee Services administrator.

Investigatory process

The designated human resources analyst:

- Conducts a fact-finding inquiry or investigation into the complaint, including appropriate interviews and meetings
- Informs witnesses and others involved that retaliation is not allowed
- Creates, gathers, and maintains investigation documents as appropriate
- Discloses appropriate information to others only on a need-to-know basis consistent with state and federal law, and provides a data privacy notice in accordance with state law
- Handles all data in accordance with applicable federal and state privacy laws

C. Employment

Hiring

DCBS is committed to maintaining a successful affirmative action program. The department monitors its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, minorities, individuals with disabilities, or veterans. The DCBS recruitment plan ensures that the agency's recruitment efforts attract and hire a large number of qualified and underrepresented applicants, enhance the image of the agency, and help meet the affirmative action goals.

Candidates for new positions are sought from a broad range of sources, including strategic advertising, appropriate website job boards, active industry association contacts, military outreach, job fairs, diverse community partnerships, state management lists, cooperative educational institutions, and other resources.

DCBS was the first Oregon state agency to adopt InterviewStream virtual interviewing. This technology speeds up the recruiting process and to more efficiently recruit qualified, diverse candidates from a much broader pool of applicants while reducing cost and the carbon footprint associated applicant travel.

Managers scheduling interviews will describe the interview format to the candidates and provide information necessary for accommodating those with disabilities. Everyone involved in the selection process is trained and accountable for maintaining the agency's commitment to equal opportunity and the affirmative action initiative. To help remove unconscious bias during the interview process, DCBS has developed an online diversity and inclusion training for interview panels.

Retention

DCBS is committed to hiring and retaining a diverse workforce. This includes recruiting those from various backgrounds, regardless of race, ethnicity, gender, social status, economic status, disability, veteran status, and all who are underrepresented. The agency analyzes the annual separation data to determine whether race, gender, ethnicity, or disability status appeared to play a role in the separation of employees. In addition, the department also considers the Equal Employment Opportunity (EEO) work group in analyzing the data. This category allows the department to determine if a particular work group is prone to increased separation based on race, gender, minority, or disability status.

Promotion

DCBS recognizes the value of investing in workforce 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 their 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.

Succession Planning

The Professional Readiness Employee Program (PREP) is the department's succession planning program that identifies the agency key positions and develops employees to assume those current and future positions.

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:

- Supports agency leadership in assessing, evaluating, and developing a pool of talented people who are willing and able to fill critical positions.
- Helps leadership identify and capture institutional knowledge that may be lost due to retirement, promotion, and attrition.
- Works 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.
- Identifies 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.
- Highlights the most pressing future staffing needs.

DCBS uses the Professional Readiness Employee Program (PREP) to continually enhance opportunities for every employee. This involves an open and competitive application process that is promoted thorough the agency. This is done through a variety of publicity efforts:

- Email to all staff members
- Endorsement and support by the executive staff and managers through staff meetings
- Internal DCBS website
- Division management meetings
- Agency and division newsletters
- Diversity Council promotional efforts
- Informational interviews and career coaching efforts

Once the PREP application is received, each application is independently reviewed by a selection committee comprised of managers; Diversity and Inclusion Council members; PREP alumni; and Employee Services staff members. Applications are reviewed using a blind review process.

D. Training, Education, and Development Plan

In 2016, DCBS introduced PREP as part of the agency's workforce development succession planning initiative (see Succession Planning above).

DCBS has developed and facilitated numerous courses and customized training programs in response to staff and division needs. The full list of courses is listed below. The DCBS Training Advisory Group, an executive-level committee, provides leadership and guidance in identifying needs and prioritizing course offerings. An emphasis is placed on training that will promote diversity, equity, and inclusion. Divisions offer employees specialized technical training designed to enhance and promote a skilled workforce.

In an ongoing effort to promote training and development during the 2019-21 biennium, DCBS hired a Training and Development Specialist to organize and maintain all current training programs throughout agency divisions. The training venue includes programs centered on leadership and management development, removing unconscious bias during interviews, speeding up the recruitment process using Rapid Response Recruitment, improving customer service through the Living Customer Service program, and training options made available by the Chief Human Resource Office.

All courses presented by DCBS are taught using adult learning instruction methodology. Courses currently planned for the upcoming biennium include:

- Promoting Diversity and Inclusion in the Workplace
- RightStart – New Employee Orientation
- How to Create an Individual Development Plan
- Living Customer Service
- Rapid Response Recruitment
- Intergenerational Communication/Understanding our Differences
- Being Conscience of Bias and Microaggression
- Maintaining a Harassment Free and Professional Workplace
- Weapons in the Workplace
- Listening Intently and Speaking Clearly: The Art of Communication
- Get your Career in Gear: Creating your Personalized Action Plan
- Effective Presentation Skills
- Leadership for Non-Managers
- Job Development vs. Career Development (for Interns)
- Giving and Receiving Feedback
- Dealing with Hostile Situations
- Information and Security Training (e-learning)
- DAS Workplace Effects of Domestic Violence, Harassment, and Stalking
- Writing Rock Solid Position Descriptions
- Project Management/Strategic Planning
- Removing the Sting: Giving and Receiving Feedback
- Sharpening Your Interview Skills
- Microsoft Office Introduction/Intermediate/Advanced (Excel, Outlook, and Word)
- Step up! Leadership for Non-Managers
- Speak and Share: Tools for Training and Presenting

Employee Training Data

Training opportunities within DCBS include internal and external venues. External training opportunities often consist of a technical nature depending on the specific need of the division. Most in-house training focuses on soft skills with an emphasis on effective communication.

Education

DCBS hosts a monthly column “Diversity Corner” in the staff newsletter aimed at informing employees about our participation in community events on diversity, equity, and inclusion. Also featured are stories and events aimed at celebrating the unique heritage of our diverse workforce.

DCBS values workplace diversity and creates programs and initiatives designed to celebrate our differences to ensure that we promote an environment of inclusiveness.

E. Leadership Development/Training Programs.

a. EEO Data of Trainees (job classification by categories; include gender, and demographic information)

DCBS conducts internal and external training. External training opportunities are varied in accordance with the divisions' technical needs. Internal training is often provided by external trainers from local universities or through professional associations. Also, internal subject matter experts from the divisions provide specific training opportunities in accordance with the needs of the agency. The table below reflects the relative distribution of the workforce at DCBS by EEO category, as well as the allocation of training hours across those categories thus far during the 2017-19 biennium. The workforce data is based on a snapshot of employees at DCBS as of Aug. 1, 2018. Due to changes in the workforce, the statistics provided for training shift constantly and should be interpreted as accurate estimates based on available data.

Employee Training by EEO Category							
EEO Category	Total Employees	Women		People of Color		Training	
		Actual	%	Actual	%	Hours	%
A01) Middle Management	18	10	1.2%	3	0.3%	588.3	2.8%
A02) Upper Management	65	29	3.4%	9	1.0%	1,084.7	5.1%
B01) Engineer/Architect	2	0	0.0%	0	0.0%	11.7	0.1%
B02) Communication/Editor	11	6	0.7%	2	0.2%	219.3	1.0%
B04) Nurse/Health	41	20	2.3%	6	0.7%	3,370.6	15.9%
B07) Purchasing Agent/Analyst	7	6	0.7%	2	0.2%	318.6	1.5%
B08) Natural Resource	5	2	0.2%	2	0.2%	269.6	1.3%
B09) Social Science/Planner/Researcher	17	5	0.6%	3	0.3%	427.4	2.0%
B10) Personnel/Employment	9	7	0.8%	4	0.5%	467.4	2.2%
B11) Inspector/Compliance/Investigator	92	60	7.0%	10	1.2%	963.5	4.5%
B12) Computer Analyst	66	24	2.8%	12	1.4%	901.3	4.2%
B13) Attorney/Hearings Officer	28	15	1.7%	3	0.3%	586.2	2.8%
B14) Librarian/Archival Specialist	1	1	0.1%	0	0.0%	26.7	0.1%
B15) Accounting/Finance/Revenue	69	30	3.5%	13	1.5%	716.1	3.4%
B16) Program Coordinator/Analyst	131	74	8.6%	22	2.6%	2,898.1	13.7%
C03) Science	1	0	0.0%	0	0.0%	27.5	0.1%
C05) Audio-Visual	9	6	0.7%	0	0.0%	110.1	0.5%
C11) Student Pro/Tech Office System	2	0	0.0%	0	0.0%	20.7	0.1%

C12) Safety Inspector	104	16	1.9%	11	1.3%	6,084.6	28.7%
E01) Nonsupervisory	12	9	1.0%	1	0.1%	85.0	0.4%
F00) Administrative Support	167	138	16.0%	27	3.1%	2,009.1	9.5%
H00) Service Maintenance Worker	3	0	0.0%	0	0.0%	21.6	0.1%
Total	860	458	53.3%	130	15.1%	21,207.7	100.0%
Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency. * May be duplication in counts of individuals within the W, P and D categories ** Data captured from Personnel Tracking System							

b. Results of Development/Training Program

The DCBS succession planning program – Professional Readiness Employee Program (PREP) – is aimed at helping management to identify, recruit, and retain high-potential candidates for mission-critical leadership positions. PREP is designed to provide current and future leaders with the necessary skills to effectively manage the workforce, exercise leadership continuity, and sustain a learning environment that drives continuous performance improvement.

During the 2017-19 biennium, DCBS leadership has engaged in expanding opportunities to create a more inclusive workplace through a variety of training programs and one-on-one conversations. The diversity and inclusion coordinator has formed alliances with division administrators, deputy administrators, management, and staff members to create a collaborative environment.

During the second quarter of 2018, the agency completed a project resulting in the training of interview panel members. Each DCBS interview panelist is expected to participate in a 30-minute online training program on guidance and awareness when conducting interviews. Topics covered in this training include sensitivity to conscious and unconscious bias, awareness of key labor laws related to the recruiting process, and the importance of understanding diversity, equity, and inclusion.



F. Programs

Diversity and inclusion play a significant role at DCBS in aligning the culture with our mission, vision, and values. Our leaders understand the importance of a culture of inclusion while making equity an essential business practice. This effort is supported through an environment that promotes listening to understand and making changes that are rooted in accountability.

Managers understand the importance of respecting differences among those in the workplace. By celebrating these differences, attention is placed on a culture of respect and acceptance. This applies in several areas,

including gender, cultural background, age, military status, disability, and other factors that show our uniqueness as individuals.

a. Internship

DCBS created internship opportunities during the 2017-19 biennium through a program called LEAP, which stands for Learn, Experience, Accomplish, and Progress. The LEAP summer internship program will continue in the 2019-21 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.

Interns are selected and appointed to the Student Office Worker classification based on a limited-competitive recruitment. Minimum qualifications are developed based on knowledge, skills, and abilities typically associated with high-performing high school or college students (enrolled at least half-time) who may have limited traditional work experience. LEAP candidates complete the State of Oregon electronic employment application and participate in the InterviewStream virtual interview process, as well as a round of in-person interviews.

In addition to LEAP, throughout the year, divisions may provide independent internship opportunities. For example, the Building Codes Division currently has eight specialized interns that focus on the building inspection series in accordance with the needs of the state building code.

b. Mentorship/Onboarding Program

DCBS provides all new employees with an orientation program, RightStart, which is both welcoming and inclusive. This training consists of a full day of interactive activities focused on helping an individual 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>.

c. Diversity Awareness Program

i. Agency-wide Diversity Council:

DCBS developed the Diversity and Inclusion Council as an advisory body to achieve the agency's diversity, equity, and inclusion initiative, as well as business needs. The council is charged with recommending strategies that promote an inclusive culture in an ever-changing workplace.

The council reflects an inclusive cross section of the DCBS workforce with 15 staff members, including management; the DCBS director serves as the chairperson. The council, in collaboration with the diversity and inclusion coordinator, helps staff members understand the concepts of diversity, equity, and inclusion to improve the agency's innovative advantage as it pursues its mission of protecting consumers and workers while supporting a positive business climate. The council promotes awareness of the council as a resource for DCBS staff members to raise and address diversity and inclusion concerns and ideas. To meet its goals, the council is divided into these subcommittees:

Governance Subcommittee: Responsible for ongoing review and recommendations to enhance the quality and future viability of the Diversity & Inclusion Council. The work of the subcommittee includes researching, evaluating, and providing recommendations about:

- Charter amendments and practices
- Term limits of council members

- Application and review process
 - Orientation of new members
- Subcommittee establishments

Training Subcommittee:

Shares resources and trainings to help DCBS employees understand what equity, diversity, inclusion, and cultural intelligence are and how they support DCBS in achieving its mission.

Events Subcommittee:

Increases awareness and staff participation through marketing. Marketing strategies include publicizing upcoming events via the monthly DCBS newsletter, flyers, posters, and email distribution to announce events.

Diversity Presentations, Training, and Activities:

DCBS will continue to conduct training during the 2019-21 biennium to help employees gain a greater understanding and acceptance of differences while reinforcing respect among partners, stakeholders, and all diverse communities. To continue this progress, DCBS has implemented an online diversity and inclusion training, Conducting an Effective and Inclusive Interview, for all members who serve on an interview panel.

G. Community Engagement

In 2018, DCBS repeated outreach efforts by continuing with the third annual career fair. This event provided potential candidates with gaining a deeper understanding of the diverse career opportunities that exist among each division with the agency. Training was also provided with each career fair participant invited to attend a seminar specifically designed to help candidates navigate through the application process. This seminar centered on equipping applicants with a clear understanding of how their application materials are evaluated. The majority of attendees confirmed that they heard about the career fair through the outreach efforts of our diversity partners. DCBS provides career counseling to all interested job seekers throughout the year.

DCBS continues to invest in community outreach efforts by working closely with our partners and stakeholders, council members, and employees, and through the effort of our diversity and inclusion coordinator. During the 2017-19 biennium, our agency has engaged in a variety of outreach efforts as noted in the chart below:

Community Partner/Stakeholder	
Asian Pacific American Network	Blacks in Government
Chemeketa Community College	City of Woodburn
Easter Seals	Global Diversity and Inclusion Benchmark
Hispanic Services Roundtable	Immigrant and Refuge Community Organization
Legislative Commission on Indian Services	Latino Business Alliance
NAACP (Keizer Chapter)	Muslim Educational Trust
Oregon Association for Minority Entrepreneurs	Native American Youth and Family Center

Oregon Native American Chamber	Oregon Governor's Office of Economic & Business Equity
Partners in Diversity	Oregon State University
PGE	Partnership Community Living
Portland Community College	Philippine American Chamber of Commerce of Oregon
Salem Keizer School District	Salem Keizer Coalition for Equality
University of Oregon	Salem Multicultural Institute
Woodburn Conexiones	Western Oregon University
WorkSource Oregon	Woodburn School District

In addition to promoting career opportunities to members of the diverse partnerships listed above, DCBS also sends job announcements regionally and nationally to expose opportunities to a broad spectrum of potential candidates.

DCBS provided several groups with opportunities to learn more about our agency and career opportunities within each division. Among those groups, students majoring in economics and math from Oregon State University were invited to a special presentation where they were able to talk with staff members and executive team members. DCBS leadership continues to focus on outreach venues that promote the agency services and resources available to all Oregonians.

In the 2017-19 biennium, agency divisions provided specific information during the DCBS-hosted career fairs. They have also provided career guidance as subject matter experts within their respective divisions. Occasionally, divisions present information about the services within DCBS during attendance at trade shows and community events.

Division of Financial Regulation Community Engagement & Support

Target populations and messaging:

- The efforts of the Division of Financial Regulation's Education and Outreach Team are influenced by both the messages that need to be shared and populations that need specific messages.
- 55 years Plus: Life insurance, fraud prevention, retirement/investing
- Veterans: Mortgage lending, health insurance, fraud prevention
- Teens: Auto insurance, renter insurance, health insurance
- Latino/Spanish: Home buying, home insurance, banking, small business insurance
- Tribal members: Health insurance, home insurance, fraud prevention

Regional outreach:

The Outreach Team has divided the state into four regions: Portland metro, north valley and coast, south valley and coast, and Cascades east.

Outreach Team members have developed an individual strategic plan for their respective region to align with the needs of the populations and communities they serve. The individual plans are tailored to the culture and demographics in each region and are mindful of target populations and counties.

Plans include table info events, large group trainings and presentations, and small group discussions on insurance and financial services.

Marketplace Outreach Community Engagement & Support:

Target populations:

Priority counties were determined based on last year's enrollment data:

Counties with more than 7,000 people who were eligible for advanced premium tax credits (APTC), but are not yet enrolled.

Counties with more than 5,000 APTC-eligible individuals and retained a relatively low percent of enrollments between 2016 open enrollment and 2017 open enrollment.

Outreach for 2018 has an additional focus on the following target communities: Latinx, millennial, LGBTQ+, African American, Russian, and men.

Regional outreach:

The Outreach Team has divided the state into six regions: Portland metro, north coast, southwest Oregon, Willamette Valley, eastern Oregon, and central Oregon.

Outreach Team members have developed an individual strategic plan for their respective region to align with the holistic outreach goals. The individual plans are tailored to the culture and demographics in each region and are mindful of target populations and counties.

Plans include events, outreach to colleges, and planning presentations to be held throughout the 2018 calendar year.

Multicultural Communications Program Community Engagement & Support:

Target populations:

- DCBS has shown a commitment to diversity with its Multicultural Communications Program (MCP), which was established in 1999 to continue outreach efforts and provide quality customer service to Oregon's multicultural communities.
- The Multicultural Communications Program assists people from multiple backgrounds in getting help from all the department's divisions.

Throughout Oregon outreach:

- In 2017, DCBS recorded 6,265 limited-English-proficient (LEP) contacts throughout the department. A total of 30 languages were identified for interpretation services. Currently, we have outreach resources in Spanish, Russian, and Vietnamese.
- Oral interpretation service through CTS Language Link provides interpretation through a conference call. The interpreters working through CTS collectively speak more than 240 languages and dialects.
- Distribute informational flyers, brochures, and other literature and materials related to DCBS services to limited-English-proficient communities. We do this through community outreach presentations and programs, informational fairs, and field visits.
- News releases that may affect LEP communities are published in Spanish, Russian, and Vietnamese language newspapers and broadcast on radio as needed.
- Our ongoing efforts to reach out to the multicultural communities of Oregon include periodical newspaper articles, radio programs, and TV public service announcements.
- Additional efforts are made to ensure that those interested in employment opportunities within state government are given the resources they need. DCBS Employee Services provides additional support, which includes networking within the community, career coaching, resume

writing assistance, mock interview and interview preparation assistance, and one-on-one counseling. During our outreach efforts, all interested job seekers are encouraged to contact our agency for personalized assistance in accordance with their needs.

Oregon OSHA Community Engagement & Support:

Target populations:

Limited-English and Spanish-preferred language speakers in Oregon workplaces, particularly targeting small employers in high-hazard industries and vulnerable or hard-to-reach populations.

Farmworkers, children, and families in agriculture workplaces and employer-provided housing, often representing high numbers of Hispanic, limited-English speakers in rural communities.

Regional outreach:

- Workers and employers statewide.
- Developed publications in Spanish to provide safety and health information <https://osha.oregon.gov/pubs/Pages/index.aspx>.
- Created and encourages the use of online training programs regarding the value of occupational safety and health by providing easily accessible training via online courses <https://osha.oregon.gov/edu/Pages/index.aspx>.
- Created PESO, a bilingual program to help English-speaking employers train and talk about workplace safety and health issues with Spanish-speaking workers <https://osha.oregon.gov/edu/peso/Pages/default.aspx>.
- Attends six to eight conferences each year. Each conference strives to develop curriculum and training to attract and support employers and workers throughout the state who represent women, minorities, and vulnerable populations
- Women in Trade conference is attended to encourage women to go into construction trades and other less-traditional trades for women.
- SafeBuild Alliance is working on providing an awareness campaign and training to address suicide prevention and mental health issues in the construction industry. Oregon OSHA provides a grant for this campaign.
- Collaborates with the Department of Housing and Community Services, Department of Revenue, and Oregon OSHA in the Farmworker Housing Task Force.

Workers' Compensation Board Community Engagement and Support:

Target populations:

Those who come in contact with the workers' compensation system, including injured workers, employers, insurance carriers, other state agencies, and the legal entities that represent them.

Throughout Oregon outreach:

By statute, hearings are set in close proximity to where the injury took place. Therefore, we may not legally target, per se, any specific region. However, WCB has staffed offices in Portland, Salem, Eugene, and Medford. We maintain unstaffed offices in Bend, Coos Bay, and Pendleton, and hold hearings in Klamath Falls, Ontario, The Dalles, Roseburg, Newport, and Astoria. WCB currently contracts with the Oregon Institute of Technology in Klamath Falls and the Four Rivers Cultural Center in Ontario to use

their facilities for our hearings. Their use allows us to increase accessibility to rural populations and support the missions of those organizations.

Our outreach efforts also include and support our commitment of access to justice for non-English-speaking communities and workers unrepresented by legal counsel.

List of some events:

During this biennium, we have held several events that showcase our commitment to WCB's mission.

- Held an Administrative Staff Conference to educate stakeholders about the services WCB offers.
- Participated in the DCBS Career Fair.
- When recruiting for the recently filled administrative law judge position, we partnered with diverse law organizations such as Oregon Asian Pacific American Bar Association; OGALLA, the LGBT Bar Association of Oregon; Oregon Hispanic Bar Association; Oregon Minority Lawyers Association; and Oregon Women Lawyers.
- Collaborate with the DCBS Multicultural Communications Program by sponsoring and producing public service announcements in print and on TV.
- Currently contract with four companies and 26 individuals who provide interpretation of dozens of languages. We have invited our interpreters to speak at continuing legal education (CLE) events for our judges to instruct them on the complexities of Latinx culture and language.
- Produced a Spanish-language video titled "What to Expect at a Hearing." This is posted on our website targeted towards unrepresented workers.
- When recruiting for administrative law judge hires, we invite a diverse representation of the legal community to participate on our interview panels.
- Project manager has presented at the yearly Oregon State Bar (OSB) Workers' Compensation Section Conference, the Workers' Compensation Division Educational Conference, Oregon Self-Insurers Association, Workers' Compensation Claims Association, and to the Management-Labor Advisory Committee.
- Project manager has made himself available and has conducted presentations and technology trainings with law firms for legal staff and attorneys around the state. These trainings have occurred across the spectrum of representation (thus including firms representing injured workers, employers, and insurers) and have reached diverse legal workers from solo/small practitioners to medium and large-scale law firms.

As a result of ongoing monthly statewide affirmative action meetings, DCBS continues to learn about opportunities that promote community engagement. This includes building relationships with other state agency affirmative action representatives, human resource managers, and recruiting personnel. These relationships allow DCBS and other agencies to mutually benefit from sharing expertise and best practices in affirmative action plan development, analysis of workforce representation statistics, diversity and inclusion idea sharing, career planning assistance, and building stronger relationships between the HR offices.

Building Code Division Community Engagement and Support:

Target populations:

The division's historical focus is to ensure equal consumer protection for all Oregon residents through consistent enforcement of a single statewide construction standard that offers the same protection to everyone. Based on recent guidance, the division's focus has significantly shifted to a model based on local government decision-making while also ensuring that safety does not fall below the minimum level

established by statute. This new guidance has driven a shift in how the division engages with advocates and Oregonians, moving from an oversight to an advisory model and providing guidance rather than ensuring statewide equal protection.

Regional Outreach:

Regional coordinators and program managers have shifted their focus and modeled the message based on the communities they serve.

- More urban messages have focused more on issue-based matters related to housing, homelessness, and the communities' ability to address these issues.
- In rural areas, the message has focused on the inability of the state to ensure full service delivery in areas struggling to provide service.
- The focus is to ensure that communities have the knowledge and awareness to solve problems unique to the local population.

Outreach to underserved communities:

- In order to try to support the service delivery gap statewide, the division has begun an education program focusing on recent high school graduates of career technical education (CTE) programs, with an emphasis on opening inspection work to new entrants to the workforce and populations traditionally underserved in the industry.
- The division recently completed its first full year of the educational program with four students completing the program. One has already been employed by a local government with others considering options with the state and local government.
- The division is about to begin recruiting for the second cohort for the upcoming year and has made significant outreach to area CTE programs to reduce barriers to state and local employment.

Worker's Compensation Division Community Engagement and Support:

Target populations

The Workers' Compensation Division's work supports employers and workers, including workers who have been injured on the job. Because the population we serve is so broad, there is broad diversity within the population. Through our programs, we provide outreach to the following communities:

- Russian, Ukrainian, Kazakhstan, Uzbekistan, Tajikistan, Moldavian, Latvian, Estonian, and Lithuanian
- Spanish-speaking workers and employers
- Workers with disabilities as a result of a workplace injury
- Small businesses

Regional outreach

As part of the Employment Services Team (EST) and Employer Compliance Unit (ECU), outreach is provided to communities throughout the state. Other outreach focuses on those communities on the I-5 or I-84 corridors.

Outreach to Underserved Communities

Articles about the division are translated and published for the Russian-speaking community, which includes populations from Russia, Ukraine, Kazakhstan, Uzbekistan, Tajikistan, Moldova, and the Baltic states (Latvia, Estonia, and Lithuania).

In conjunction with the DCBS Multicultural Communications Program, the division participates in various events and provides translation services and multimedia presentations for the Latin and Russian communities.

Through our Preferred Worker Program (PWP), the division conducts presentations throughout the state for disabled workers suffering from job injuries to help them get back to work. This also includes providing training to employers to encourage hiring workers sustaining work injuries.

Using a collaborative marketing methodology, DCBS has partnered with several agencies to share the cost of diversity and inclusion events. One popular event hosted by DCBS that allows employees to learn more about the benefits of exploring key diversity topics is the “lunch-and-learn.”

To ensure that our efforts align with our affirmative action goals, we provide a monthly heritage calendar update aimed at highlighting events that celebrate the diversity of our workforce. Using a variety of communication methods, including email, posters, staff meetings, and lobby displays, we provide employees with information about the dates and times of events.

H. Update: Executive Order 17-11

Respectful Leadership Training (Diversity, Equity, and Inclusion) and Sexual Harassment.

Following DAS policy [DAS 50.010.01](#) of **Discrimination, Workplace Harassment, and Sexual Harassment**, at DCBS, it is important that all employees are able to work in a professional, respectful, and productive environment. The agency does not tolerate inappropriate or offensive behavior or bullying among employees and takes appropriate corrective action against employees who violate this policy. Managers and supervisors are held to a higher standard and must be active in creating and maintaining a discrimination- and harassment-free workplace. Also, they must exercise appropriate measures to prevent and promptly correct any discrimination, workplace harassment, or sexual harassment they know about or should know about.

All employees are expected to conduct themselves with dignity and respect to others and are held responsible for creating and maintaining an environment free from inappropriate or offensive behavior and bullying.

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 2015-17 biennium, there were not enough exit interview surveys filled out by departing DCBS employees to show any trends. During the 2017-19 biennium, DCBS focused on encouraging employees through our engagement efforts. As employees leave our agency, they are strongly encouraged to participate in an exit interview 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 each employee.

We are reviewing a more effective procedure through the Workday human resource management application 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 importance of completing the survey will be communicated in the email to employees, so that more departing employees will take the time to complete the survey. The DCBS exit interview will be strengthened to include questions regarding diversity and inclusion issues. The human resource administrator will review captured exit interview data. Any area of concern will be discussed with division executive management team members for appropriate action.

Performance Evaluations of all Management Personnel.

DCBS holds its managers accountable for timely completion of effective performance evaluations. The manager's performance evaluation form includes a section used to evaluate managers on their effectiveness in achieving affirmative action objectives. This section states:

Evaluate how well manager demonstrates and acts in concert with DCBS' values and policy by prompt and appropriate intervention in any situation, which may or does create a hostile environment for any employee for which the manager is responsible.

Discuss the manager's contribution to the agency's Affirmative Action goals.

Discuss the manager's familiarity with the department's workforce representation reports and Affirmative Action Plan and knowledge of which classifications under their control are under-represented.

If the manager has hired any personnel during the appraisal period, he or she takes the diversity of the unit into account when hiring. What type of advertising/outreach was done to attract qualified members of protected classes to apply? Did the interview panel reflect diversity? Were the interview questions written to gain information about the candidate's knowledge, skills, and abilities only?

Has the manager demonstrated respect for the diversity of opinions, ideas, life-experiences, and cultural differences of all individuals by seeking out viewpoints when making decisions affecting work assignments?

Has the manager demonstrated that he or she deals with workforce management issues and interpersonal conflict in a respectful manner and expects the same of subordinates?

I. Status of Contracts to Minority Businesses (ORS 659A.015)

For the fiscal year ending June 30, 2018, DCBS had 326 personal service contracts with a total value of \$6,421,082.98. Of these 326 contracts, the agency had eight contracts with COBID-certified firms with a value of \$2,120,233.80.

Affirmative Action Plan - COBID July 1, 2017 - June 30, 2018				
	Agency Total Spend	Total Agency Contracts	Agency Total COBID Spend	Total COBID Contracts
Contracts	\$ 5,093,815.46	159	2,112,500.00	4
POs	\$ 1,327,267.52	167	7,733.80	4
Totals	\$ 6,421,082.98	326	2,120,233.80	8
	Percentage of COBID Contracts		2.45%	
	Percentage of COBID Spend		33.02%	

The DCBS Central Services Division Operations manager is on a project team with the Governor's Office of Economic and Business Equity that is working to developing a phased implementation plan for Executive Order 18-03.

DCBS Procurement has created a tracking tool to ensure capture of contracting data related to COBID-certified firms. The tool is accessible to all members of the Procurement team and tracked in real time. The Operations manager provides oversight to ensure that all activities are done in accordance with [Executive Order 18-3](#).

III. Roles for Implementation of Affirmative Action Plan

A. Specific, active engagement, and/or innovative activity of

a. Director/Administrators

Responsibility for achieving these goals is shared by all managers and employees at DCBS. The following individuals provide the leadership for DCBS to have an inclusive workplace rich in diversity and free of discrimination. Among their duties are:

Director

- Ensures the Affirmative Action Plan is effectively communicated to all employees every two years.
- Serves as the chairperson of the Diversity and Inclusion Council.
- Promotes an agencywide commitment to a diverse workplace free of discrimination and harassment by periodically sending emails to all staff members.
- Ensures that division administrators and deputies understand their role and responsibility to foster and promote the affirmative action initiative by promoting a welcoming, respectful, and inclusive work environment.
- Serves as a member of the Enterprise Team and Governor’s Health Cabinet.
- Emphasizes developing a more diverse workforce through the agency diverse programs.
- Makes sure DCBS is represented at the Governor’s Commission on Senior Services. The commission’s responsibilities include raising awareness of senior issues related to fraud prevention and insurance oversight, and promoting awareness on resolution of concerns with financial institutions and investors.
- Attends Oregon Gerontological Association to promote awareness of the needs of aging Oregonians.
- Promotes the partnership with the Oregon Department of Veterans’ Affairs where our mission intersects with Oregon’s veterans (women veterans, veterans of color, tribal veterans, and LGBTQ veterans).

Administrators, Managers, and Supervisors

- Review, understand, and apply the DCBS Affirmative Action Plan within their area of responsibility.
- Provide leadership that promotes a respectful and harassment-free work environment, where all employees are treated fair and equitably.
- Strive to have ethnically diverse representation among panel members during interviews and have all panel members attend the diversity and inclusion training for interview panels titled “Conducting an Effective & Inclusive Interview.”
- Ensure division deputy administrators and management understand their role and responsibility to foster and promote the affirmative action initiative by promoting a welcoming, respectful, and inclusive work environment. An important responsibility is to communicate these same principles to their subordinate managers and supervisors, as outlined in [ORS 659A.012](#).

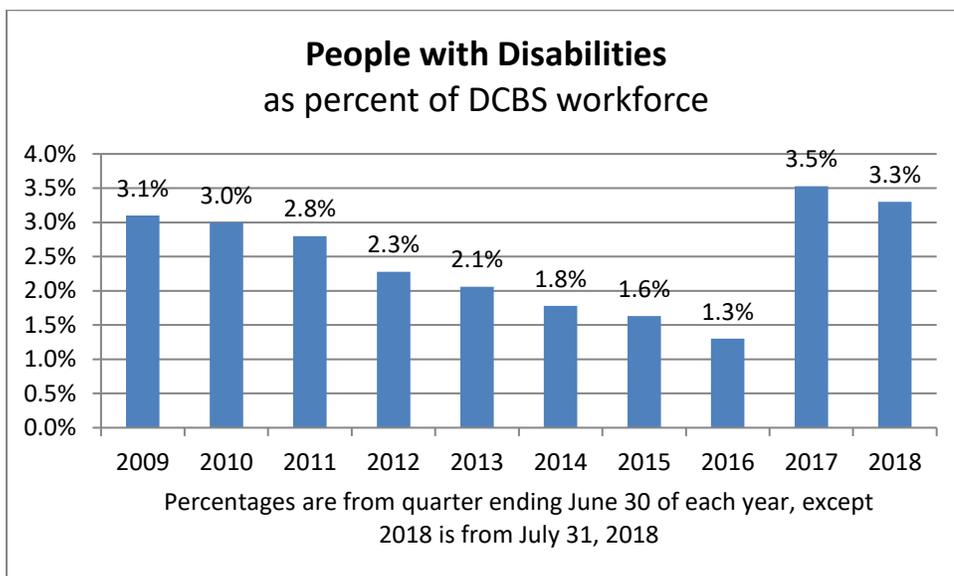
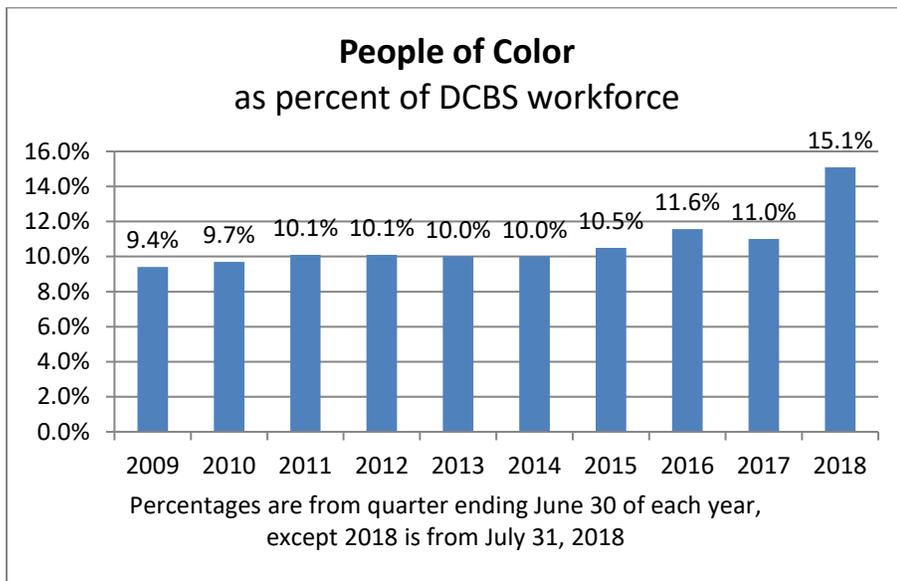
Affirmative Action Coordinator or Designee

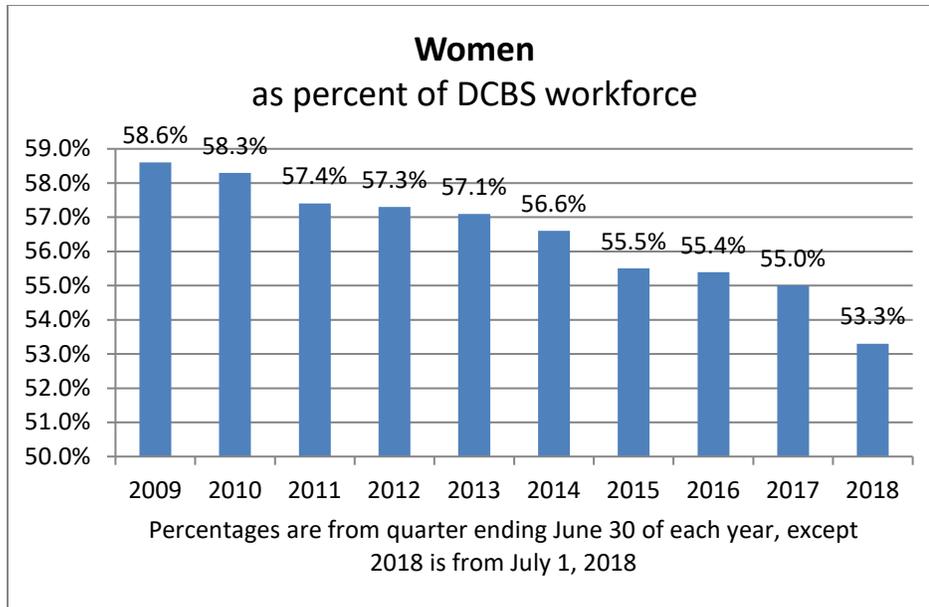
- Helps the division administrators, deputy administrators, managers, supervisors, and staff members so that they understand their responsibility of attaining the goals of the agency Affirmative Action Plan.
- Ensures recruitments include outreach to sources of minority-specific websites, diverse community groups, and school affinity groups for the recruitment of people of color, people with disabilities, veterans, and women. Emphasizes the department's support of equal employment opportunity and a diverse workforce.
- Provides agency perspective on issues relating to affirmative action and equal opportunity and helps identify and develop effective solutions in problem areas related to affirmative action and diversity and inclusion.
- Reviews all affirmative action or diversity inclusion-related policies, statements, and marketing materials to ensure they are up to date. Develops new materials as needed.
- Discusses the DCBS Affirmative Action Plan and diversity and inclusion policy during RightStart, the agency's new employee orientation.
- Provides consultation, technical guidance, and training as project manager to the Diversity and Inclusion Council members on best practices in recruitment, selection, and retention; and progress on minority representation; and provides consultation of training to the Executive Team.

IV. July 1, 2017, to June 30, 2019

A. Accomplishment

During the 2017 – 19 biennium DCBS continued efforts to improve the diversity of the agency and create a more inclusive environment. Outreach, recruitment, and retention efforts have resulted in incremental gains in the percentage of people of color in the department’s workforce during the past decade. This biennium there was no change on employees disclosing disabilities. The number of women in the workplace at all levels continue to be strong at more than 50 percent. The data used in this report is from DCBS’s Personnel Tracking System. The trend charts include statics for quarters ending June 30, 2009, through 2018. Statics for 2018 were generated ending July 31, 2018.





Workforce Representation Report													
Department of Consumer and Business Services													
Affirmative Action Analysis as of August 1, 2018													
													Update 8/6/18
EEO Categories	Total Emp	WOMEN (W)				PEOPLE OF COLOR (P)				People with Disabilities			
		Actual	FTE	Parity	FTE	Parity	FTE	Actual*	FTE*	Parity	FTE		
A01) Middle Management	18	10	55.6%	43.0%	7.7	3	16.7%	13.6%	2.4	0	0.0%	6%	1.1
A02) Upper Management	65	29	44.6%	36.6%	23.8	9	13.8%	12.2%	7.9	2	3.1%	6%	3.9
B01) Engineering/Architect	2	0	0.0%	12.3%	0.2	0	0.0%	12.3%	0.2	0	0.0%	6%	0.1
B02) Communication/Editor	11	6	54.5%	41.7%	4.6	2	18.2%	9.0%	1.0	0	0.0%	6%	0.7
B04) Nurse/Health	41	20	48.8%	70.4%	28.9	6	14.6%	11.3%	4.6	0	0.0%	6%	2.5
B07) Purchasing Agent/Analyst	7	6	85.7%	43.2%	3.0	2	28.6%	5.3%	0.4	0	0.0%	6%	0.4
B08) Natural Resource	5	2	40.0%	25.1%	1.3	2	40.0%	7.2%	0.4	0	0.0%	6%	0.3
B09) Social Science/Planner/Resrcr	17	5	29.4%	43.7%	7.4	3	17.6%	10.0%	1.7	0	0.0%	6%	1.0
B10) Personnel/Employment	9	7	77.8%	57.6%	5.2	4	44.4%	11.6%	1.0	0	0.0%	6%	0.5
B11) Inspector/Compliance/Investgt	92	60	65.2%	48.1%	44.3	10	10.9%	10.7%	9.8	1	1.1%	6%	5.5
B12) Computer Analyst	66	24	36.4%	32.4%	21.4	12	18.2%	13.0%	8.6	2	3.0%	6%	4.0
B13) Attorney/Hearings Officer	28	15	53.6%	30.6%	8.6	3	10.7%	7.9%	2.2	3	10.7%	6%	1.7
B14) Librarian/Archival Specialist	1	1	100.0%	70.4%	0.7	0	0.0%	10.0%	0.1	0	0.0%	6%	0.1
B15) Accounting/Finance/Revenue	69	30	43.5%	53.0%	36.6	13	18.8%	13.0%	9.0	4	5.8%	6%	4.1
B16) Program Coordinator/Analyst	131	74	56.5%	41.1%	53.8	22	16.8%	9.5%	12.4	4	3.1%	6%	7.9
C03) Science	1	0	0.0%	47.9%	0.5	0	0.0%	7.8%	0.1	0	0.0%	6%	0.1
C04) Computer	0	0	0.0%	36.0%	0.0	0	0.0%	12.7%	0.0	0	0.0%	6%	0.0
C05) Audio-visual	9	6	66.7%	40.6%	3.7	0	0.0%	9.2%	0.8	0	0.0%	6%	0.5
C06) Revenue Agent/Examiner	0	0	0.0%	68.1%	0.0	0	0.0%	7.6%	0.0	0	0.0%	6%	0.0
C11) Student Pro/Tech Office Syste	2	0	0.0%			0	0.0%			0	0.0%		
C12) Safety Inspector	104	16	15.4%	27.5%	28.6	11	10.6%	6.4%	6.7	2	1.9%	6%	6.2
E01) Non-Supervisory	12	9	75.0%	58.1%	7.0	1	8.3%	9.8%	1.2	0	0.0%	6%	0.7
F00) Administrative Support	167	138	82.6%	70.3%	117.4	27	16.2%	9.7%	16.2	10	6.0%	6%	10.0
H00) Service Maintenance Worker	3	0	0.0%	37.8%	1.1	0	0.0%	11.6%	0.3	0	0.0%	6%	0.2
	860	458				130				28			
			53.3%			15.12%				3.26%			

Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency.

* May be duplication in counts of individuals within the W, P and D categories

** Data captured from Personnel Tracking System

A. Accomplishments in goal attainment/progress from current biennium's Affirmative Action Plan

During the 2017-19 biennium, DCBS had three goals: workforce diversity, workplace inclusion, and succession planning. The accomplishments for each goal are described below.

Goal 1

Workforce Diversity. DCBS continues to offer outreach and application assistance to all job seekers. This will allow us to recruit from a diverse, qualified group of potential applicants to secure a skilled workforce drawn from all segments of our population, increasing our percentage of people of color, people with disabilities, women, and veterans to our agency.

Accomplishments

DCBS coordinated outreach and recruitment strategies to maximize ability to recruit from diverse groups of potential applicants.

This included participation in fairs and diverse community activities:

- Networked and built relationships with diverse organizations. DCBS shared new job announcements with all groups, and continues to add diverse organizations to our list of networks.
- In January 2018, DCBS hosted its third annual job fair where applicants had the opportunity to interact with staff members and also register for the “Getting Your Career in Gear” workshop.
- In 2018, DCBS hosted a group of Oregon State University economics and math majors. This recruiting outreach effort involves an ongoing discussion with graduate students who may be pursuing a career in state government.
- The agency director participated in the biannual CEO Forum hosted by Partners in Diversity, which brings together chief executives to discuss topics on diversity and how to implement meaningful programs on equity in the workplace.
- DCBS actively participates in a variety of diversity events in higher education. The agency’s diversity and inclusion coordinator attended several meetings with higher education leadership groups committed to promoting a diverse and inclusive workforce. These efforts included facilitating conversations at Western Oregon University, gender gap; Oregon State University, employer panel discussion; University of Oregon, community partners forum; and several independent conversations with key representatives from the college community.
- Participated with Salem Keizer School District and Salem Area Chamber of Commerce on high school career days by providing mock interviews, reviewing resumes, and encouraging students to explore the State of Oregon as an employer.
- Attended multiple fairs and events for veterans. These events are designed to help veterans learn about the services our agency provides.
- DCBS was actively involved in promoting the African American/Black Student Success, which included a community forum event.
- Collaborated with the NAACP as a selection committee member and helped with the selection process to ensure that eligible students of color receive college scholarships.
- On a monthly basis, DCBS participates in a radio broadcast hosted by the City of Woodburn. The show, Charla Informativa, provides information about the services of DCBS and is also used for recruiting purposes and outreach.

- Helped the annual Housing to Homeownership Fair by Native American Youth and Family Center, which promotes home ownership among the Native American population.
- Assisted Oregon Vocational Rehabilitation's (OVR) clients by providing career assistance and helping clients explore career opportunities through informational interviews, application material review, and mock interviews.
- In 2017, DCBS implemented the LEAP internship program. LEAP had six interns during its first year and had eight in 2018.
- The Building Codes Division created an internship Training Academy Program. The five interns learned building codes and ordinances, regulations and techniques related to the proper inspection of building construction, and developed field inspection skills.
- Developed diversity and inclusion training for interview panels to assist hiring panelists in being more aware of possible unconscious bias during the interview process.
- Developed DCBS Rapid Response Recruitment methodology (RRRM) online training intended to streamline and speed up the selection process, thereby losing fewer candidates through selection delays and expanding our applicant pool.
- Used social media as an another venue for outreach, which increases our applicant pool and expose employment opportunities within DCBS.
- DCBS was recognized for the work done in diversity and inclusion by Blacks in Government and Salem Keizer School District.

Goal 2

Workplace Inclusion. DCBS will cultivate a culture that encourages collaboration, creativity, and flexibility to enable individuals to contribute to their full potential and further the efforts of attracting new employees and retaining current employees.

Accomplishments

- Promoted diversity and inclusion through leadership development programs. This included a monthly diversity column, "Diversity Corner," in the agency's internal newsletter, which features articles written by staff to encourage the discussion of diversity topics and to promote a welcoming environment.
- Administered an orientation/onboarding process for new employees that includes the introduction to a mentor and resources within the agency.
- Placed diversity and inclusion announcements throughout the agency using various bulletin boards and created displays in public area.
- Developed Lunch-and-Learn sessions in celebration of various heritage months and other diversity topics:
 - During Asian Pacific Heritage month, DCBS hosted a panel discussion with representatives from different Asian Pacific countries and hosted a troupe of Polynesian dancers.
 - During LGBTQ+ Pride Month, DCBS hosted a presentation and conversation with Linn County Circuit Court Judge Fay Stetz-Waters, who shared what it means to embrace differences and overcome stereotypes.
 - Hosted Dr. Nirmal Bastola for an interactive health care conversation about work-life balance.
- Provided guidance to the recently created interview panel training program in order to help eliminate unconscious bias.
- Provided exit interviews to analyze the reasons for turnover.

- Reviewed DCBS Equality, Diversity, and Inclusion Statement annually and recommended revisions as needed.
- Participated in the statewide diversity and inclusion conference.
- Established a full-time training and development specialist to collaborate with the diversity and inclusion coordinator to accomplish our affirmative action goals.

Goal 3

Sustainability. DCBS will develop strategies to equip leaders with the ability to model and manage diversity, be accountable, measure results, and institutionalize a culture of inclusion.

Accomplishments

- The DCBS Director has been a champion for the cause of promoting diversity and inclusion within the agency by providing leadership and promoting the benefit and value of diversity, equity, and inclusion in the workplace.
- Executive management meetings have diversity, equity, and inclusion as a regular agenda item.
- Division meetings of management and staff include discussion of diversity and inclusion topics.
- Implemented a diversity and inclusion policy and posted on internal website to be shared with all staff.
- Evaluated all managers and supervisors on their efforts to foster a diverse workforce and a welcoming and respectful environment as stated in ORS 659A.012.
- Ensured that diversity and inclusion training is made available to all employees.
- Management actively participates in events that promote equity in the workplace.
- Established the DCBS Training Advisory Committee, which is comprised of executive managers and Employee Services personnel, to recommend relevant diversity-related training topics.

V. July 1, 2019 – June 30, 2021

A. Goals for Agency Affirmative Action Plan

“To strengthen equity and opportunity at our agency for employees, stakeholders, and the people we serve throughout Oregon.” DCBS Diversity and Inclusion Council

Goals for DCBS Affirmative Action Plan

As part of its commitment to affirmative action, DCBS sets annual goals for hiring women, minorities, individuals with disabilities, and veterans. It also makes and monitors good faith efforts to reach those goals.

In the 2019-21 biennium, DCBS will pursue the following goals:

Workforce Diversity. DCBS will continue to offer outreach and application assistance to all job seekers. This will allow us to recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of our population, increasing our percentage of people of color, people with disabilities, women, and veterans.

Workplace Inclusion. DCBS will cultivate a culture that encourages collaboration, creativity, and flexibility to enable individuals to contribute to their full potential and further the efforts of attracting new employees and retaining current employees.

The goals listed above are absolutely necessary for the successful development and growth of diversity and inclusion and will ensure DCBS is on a more aggressive path to success.

The strategies and timelines for achieving DCBS goals:

Workforce Diversity:

- Broaden recruitment notices to expand our current community organizations that are likely to refer women, people of color, veterans, and people with disabilities.
- Continue to offer to anyone career services, including career exploration, informational interviews, application material review, and mock interviews.
- Facilitate collaboration between division representatives and diversity and inclusion coordinator to attend career fairs and minority groups events throughout the state.
- Continue to use InterviewStream, our online video interviewing platform, which allows to efficiently capturing more diverse qualified applicants, eliminating the expense of traveling for multiple interviews.
- Continue to encourage managers/supervisors to ensure all interview panels to be ethnically diverse.
- Carry on the internship program (LEAP) to help students become more qualified and job-ready.
- Encourage management to use the DCBS Rapid Response Recruitment methodology (RRRM) online training.
- Implement new procedure to track the diversity of our interview panels.

- Involve and partner with managers and supervisors in developing recruitment and outreach strategies.
- Review data to determine where barriers exist for people of color in our recruitment process.
- Have the diversity and inclusion coordinator develop relationships with other agencies' recruiting and diversity and inclusion staff to share best practices.
- Hold annual agency job fairs to attract skilled applicants.
- Review organization charts and determine key entry points for candidates with limited management experience, such as graduating college students, or people starting new career paths, such as veterans or people with disabilities.

Workplace Inclusion:

- Promote diversity and inclusion in leadership development programs, including guest speakers, monthly diversity column, new employee orientation, and the Diversity and Inclusion Council.
- Examine turnover rates from a diversity and inclusion perspective to determine if there is more turnover in diverse populations.
- Develop procedure to ensure employees who are leaving are invited to complete an exit interview (DAS or DCBS).
- Implement usage of Workday to generate EEO categories reporting.
- Charge the DCBS Training Advisory Group, comprised of executive managers, to review the current training schedule and recommend additional or different training topics to be offered at DCBS.

VI. Appendix A – State Policy Documentation

http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf)

- A. ADA and Reasonable Accommodation Policy (*Statewide Policy 50.020.10*)
- B. Discrimination and Harassment Free Workplace - (*Statewide Policy 50.010.01*)
- C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (*Statewide Policy 50.045.01*)
- D. Veterans Preference in Employment (*105-040-0015*)
- E. Equal Opportunity and Affirmative Action Rule (*105-040-0001*)
- F. Executive Order 17-11

VII. Appendix B – Federal Documentation

http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf)

- A. Age Discrimination in Employment Act of 1967 (ADEA)
- B. Disability Discrimination Title I of the Americans with Disability Act of 1990
- C. Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- D. Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- E. National Origin Discrimination Title VII of the Civil Rights Act of 1964
- F. Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- G. Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- H. Religious Discrimination Title VII of the Civil Rights Act of 1964
- I. Retaliation Title VII of the Civil Agency Affirmative Action Policy
- J. Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- K. Sexual Harassment Title VII of the Civil Rights Act of 1964

VIII. Appendix C – DCBS Documentation in support of its Affirmative Action Plan

Department of Consumer and Business Services			
Affirmative Action - Policy PER-27			
Division: Central Services/Employee Services		Effective Date: 2/1/2013	
Owner: Central Services Administrator			
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 citizens 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 web-site 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](#)



VOLUNTARY SELF-IDENTIFICATION FORM

RACE/ETHNICITY, DISABILITY, AND VETERAN STATUS

DISCLOSURE

Completion of this data is voluntary and will not affect your terms or conditions of employment. This form will be used for reporting data to the Equal Employment Opportunity Commission. All data collected will be used for statistical reporting purposes and may be subject to disclosure under federal and state law or rule.

PLEASE PRINT

YOUR NAME

DATE

EMPLOYEE ID # (HR or Payroll can provide this number)

GENDER

FEMALE

MALE

ANTI-DISCRIMINATION NOTICE

It is an unlawful employment practice for an employer to fail or refuse to hire or discharge any individual, or otherwise discriminate against an individual with respect to the individual's terms and conditions of employment, because of an individual's race, color, religion, sex, national origin, disability, or veteran status.

SECTION I. Race / Ethnicity*

Your employer is required to record and report certain non-discrimination and affirmative action statistics. The state invites employees to voluntarily self-identify their race/ethnicity. This information will be used according to the provisions of applicable federal laws, executive orders, and regulations, including those requiring information to be summarized and reported to the federal government for civil rights purposes. All race/ethnicity information is collected and reported in seven EEO-4 categories established by the federal government: (A) Asian; (B) Black; (H) Hispanic; (I) American Indian or Alaska Native; (P) Native Hawaiian or Other Pacific Islander; (T) Two or More Races; or (W) White.

If you choose to voluntarily self-identify, please mark the one box describing the race/ethnicity with which you identify:

- American Indian or Alaska Native (I)** (Non-Hispanic or Latino): A person having origins in any of the original peoples of North and South American (including central America), and who maintain a tribal affiliation or community attachment.
- Asian (A)** (Non-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.
- Black or African American (B)** (Non-Hispanic or Latino): A person having origins in any of the black racial groups of Africa.
- Hispanic or Latino (H)**: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish Culture or origin regardless of race.
- Native Hawaiian or Other Pacific Islander (P)** (Non-Hispanic or Latino): A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White (W)** (Non-Hispanic or Latino): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Two or more races (T)** (Non-Hispanic or Latino): Persons who identify with two or more racial categories name above.

SECTION II. Disability (Provide this information is voluntary.)

* If you choose to not self-identify your race/ethnicity, the federal government requires the employer to determine this information by visual survey and/or other available information.

The Equal Employment Opportunity Commission (EEOC) defines a covered disability under the Americans with Disabilities Act (ADA) as a physical or mental impairment that substantially limits one or more major life activities, a history of having such an impairment, or being regarded as having such an impairment.

Major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. It can also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Under this definition, are you a person with a disability? Yes No

Any requests for accommodation for current or future disabilities must go through your supervisor and human resources.

SECTION III. Veteran Status

Have you served in the United States Military Armed Forces? Yes No

Declaring you are a veteran on this form does not satisfy your obligation to declare veteran status in future employment applications. If you wish to receive veteran's preference points you must submit the necessary paperwork.

THIS FORM MAY BE DESTROYED AFTER THE INFORMATION IS ENTERED INTO THE PERSONNEL DATA BASE.

FOR AGENCY HR USE ONLY (VISUAL ASSESSMENT)

AV (Asian)

IV (American Indian or Alaska)

BV (Black)

PV (Hawaiian or Other Pacific Islander)

HV (Hispanic)

WV (White)

REVISED 8/12/16, EEO-4



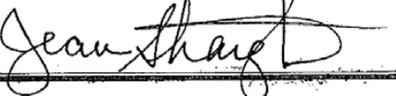
Policy & Procedure

Number:EMP-02

Date Issued: August 3, 2016

Section: Employee Services

Subject: Diversity and Inclusion Council

Approved: 

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.

Department of Consumer & Business Services

Policy Number: EMP-02

Date Issued: 8/3/2016

- 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 and Inclusion Council

Mission

To strengthen equity and opportunity at our agency for employees, stakeholders, and the people we serve throughout Oregon.

Purpose

This charter describes the duties and responsibilities of the Department of Consumer and Business Services Diversity and Inclusion Council, the organization of its members, and functioning processes. This charter also explains the structure and its reporting to the DCBS director, Executive Team, and Employee Services administrator.

The Diversity Council is designed to serve as an advisory body. It serves as a promoter for 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 about how to best use agency resources to achieve diversity and inclusion goals.



Diversity and Inclusion Council Membership

— Application deadline for serving as a council member: **Friday, Oct. 27, 2017** —

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:

Position: Division:

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.

