Oregon Department of Human Services

Affirmative Action Plan
2021–2023

Fariborz Pakseresht, Director
500 Summer Street, N.E.
Salem, OR 97301
503-945-7001
April 16, 2021

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

Dear Steve,

The Oregon Department of Human Services (ODHS) is committed to having a workforce that reflects the diversity of our customers, vendors and stakeholders. Just as important as having a diverse workforce is making sure we have a workplace that is welcoming, inclusive and respectful that honors the agencies’ core values of respect and professionalism. We encourage collaboration, creativity and flexibility to enable employees to contribute to their full potential. We are committed to our employees providing the best services possible to all residents of Oregon.

Our 2021–2023 Affirmative Action Plan highlights our accomplishments in diversity, equity and inclusion, and our goals for continuing the work of attracting, hiring and retaining a diverse, qualified workforce.

The ODHS accomplishments include a strong network of employee resource groups that provide support and assistance to employees of diverse backgrounds. Each region has active diversity committees that help attract new employees and help managers make sure the workplace is welcoming and inclusive. Programs such as RiSE and ongoing agency-wide training are helping make the culture at ODHS safe, inclusive and welcoming.

In the 2021–2023 biennium, ODHS will pursue goals that cultivate a welcoming, respectful and inclusive culture, prioritize employee retention, and continue a strong and creative recruitment outreach process. The goals and strategies are outlined in more detail in section V.

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

If you have any questions about the plan or want more information, please contact me at 503-945-7001 or contact the Office of Equity and Multicultural Services at 503-507-3218.

Sincerely,

Fariborz Pakseresht
ODHS Director

“Assisting People to Become Independent, Healthy and Safe”
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I. Agency description

The Oregon Department of Human Services (ODHS) is Oregon’s principal agency for helping Oregonians achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity, especially for those who are least able to help themselves.

ODHS provides direct services to more than 1 million Oregonians each year. These services provide a key safety net for those in our society who are most vulnerable or at a difficult place in their life.

Mission, vision, values and objectives

Our mission

To help Oregonians in their own communities achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity.

Our vision

Safety, health and independence for all Oregonians.

What we value

ODHS aspires to have a workforce that aligns its actions with these core values:

- Integrity
- Innovation
- Respect
- Service equity
- Responsibility
- Stewardship
- Professionalism

Our goals

- People are safe and living as independently as possible.
- People can support themselves and their families through stable living wage employment.
- Children and youth are safe, well and connected to their families, communities and cultural identities.
- Choices made by seniors and people with disabilities about their own lives are honored.
- Partners, clients and stakeholders are actively engaged in a variety of collaborative and meaningful ways.
- Culturally specific and responsive services are provided by highly qualified and diverse staff.
- The department is committed to equal access, service excellence and equity for all Oregonians.
ODHS affirmative action key contact information

Agency Director
Fariborz Pakseresht, Director  
Liesl Wendt, Deputy Director  
500 Summer Street, NE  
Salem, OR 97301  
503-945-7001

Governor’s Policy Advisor
Rosa Klein  
State Capitol  
Salem, OR 97301  
503-378-8472

ODHS Office of Human Resources
Audray Minnieweather Crutch, Director  
500 Summer Street, NE  
Salem, OR 97301  
503-437-4222

ODHS Office of Equity and Multicultural Services
Dion Jordan, Director  
500 Summer Street, NE  
Salem, OR 97301  
503-400-4780

Diversity and Inclusion Manager
Jason Mak  
503-945-6646

Service Equity Transformation Managers
LeMont Boyd and Melissa Sampson Grier  
971-470-5339 and 503-602-8905

Affirmative Action/Diversity Outreach Coordinator
OEMS (designee)  
503-507-3218

ODHS Office of Contracting and Procurement
Brenda Pearson  
500 Summer Street, NE  
Salem, OR 97301  
503-385-3627
II. Affirmative Action Plan

Equal employment opportunity/affirmative action statement

At the Oregon Department of Human Services, we are committed to providing equal opportunity in employment regardless of race, religion, color, national origin, marital status, sex, sexual orientation, gender identity, age, veteran’s status, or mental or physical disability. We are also committed to ensuring that any employee who requires reasonable accommodations to do his or her job will receive accommodation.

We will use our Affirmative Action Plan as the blueprint to help us meet these goals. The Plan can be found on the internal ODHS website, OWL, or it can be requested from the Office of Human Resources.

We believe that every one of us is responsible for creating and contributing to an inclusive and professional work environment that is safe for everyone. To help ensure the success of our action plan, the ODHS Director and executives will make necessary decisions, allocate resources, monitor the accomplishments of this plan on an ongoing basis, and adjust the plan as necessary.

In addition, management staff has a special responsibility to ensure the work environment is free from any form of discrimination, harassment or retaliation for filing a complaint related to workplace concerns. All management staff should be active in support of recruitment and career development programs that ensure equitable representation of minorities, women, veterans and people with disabilities in all job classifications. Management will be responsible for ensuring meaningful progress toward achieving affirmative action goals, such as diversity development as a component of staff and management performance evaluations.

We are proud of the work we have done, and much work remains. Any manager or employee who has questions about our Affirmative Action Plan can contact the office at 503-945-6000. Also, anyone who believes he or she has been discriminated against based on an individual’s protected class status may file a complaint in accordance with the Department of Administrative Services (DAS) statewide Discrimination and Harassment Free Workplace policy 50.010.01 by contacting:

**Oregon Department of Human Services**
500 Summer Street NE
Salem, OR 97301
503-945-6000
DHS.HumanResources@dhsoha.state.or.us

**Oregon Bureau of Labor and Industries**
800 NE Oregon St. Suite 1045
Portland, OR 97232
971-673-0761

Diversity, equity and inclusion statement

The Oregon Department of Human Services (ODHS) acknowledges our responsibility to serve all Oregonians by interrupting systemic inequities and upholding human rights. We strive for an environment where one’s race/ethnicity, class, gender, sexual orientation, ability, veteran’s status and other identities do not predict life outcomes within our programs. With great humility, we accept responsibility for our mistakes and actively work to correct them. We will include the voices of communities we serve and work to integrate diversity, equity, inclusion and accessibility into everything we do.
Complaint process

Oregon state government and ODHS take very seriously all complaints of conduct by any state employee that violate statute, rule, procedure, policy, and ethical and professional standards. This can include a variety of different kinds of behaviors including, but not limited to, whistleblowing, discrimination, harassment, or unethical, unfair or unprofessional conduct. Click on Workplace Complaints found in the internal ODHS website for more information, including frequently asked questions and other federal complaint processes.

If you have a complaint of any type that you cannot resolve yourself in the workplace, you have several options for how to report it.

Any type of complaint can be submitted to the Office of Human Resources on the MSC8904 Workplace Complaint Form. It can be mailed, hand delivered or emailed to HR; contact details are on the form. Once received, the complaint will be referred to the appropriate HR staff and you will be contacted regarding additional information needed and the ongoing status.

You may also make complaints through any of the methods below:

- Contact your supervisor or your supervisor’s manager.
- Contact the HR analyst for your program area.
- Call the ODHS complaint hotline at 503-945-5608.
- Send an email describing your complaint to the HR email box (DHS.HumanResources@dhsoha.state.or.us).
- Send a written letter describing your complaint to HR at ODHS HR, 500 Summer Street, NE, E22, Salem OR 97301.

or

- Certain types of complaints, such as to regulatory agencies, may have additional avenues for remedy. In general, it is best to begin at the lowest appropriate level.

Employment

Recruitment and hiring procedure

The Oregon Department of Human Services (ODHS) believes that a well-qualified and diverse workforce is key to providing culturally effective and equitable service to all Oregonians we serve. As the policy statement below confirms, ODHS is committed to strategies that integrate strong recruiting practices into all employment selection processes.

The Recruitment and Hiring Policy and Procedure, approved by the ODHS Executive Team in 2015, is being reviewed and updated by the Office of Human Resources (OHR) Recruitment Team, OHR Senior Management Team, and Office of Equity Multicultural Services (OEMS). Once updated, the ODHS Executive Team will approve it. The revised procedure will be reposted on the ODHS website.

The policy statement, principles and goals shown below are still the guiding force for ODHS recruiting practices, outreach efforts, onboarding of new employees and retention of current employees.
Policy statement

The Oregon Department of Human Services (ODHS) believes that a talented and diverse workforce is key to providing culturally effective and equitable service to all Oregonians. It is the policy of ODHS to require strategies that integrate concepts of workforce diversity, accountability, transparency, equal opportunity, efficiency, respect, collaboration and non-discrimination into all employment selection processes. Preparation and planning prior to outreach and recruitment is the underlying principle of this policy. The goal is to recruit and retain a diverse and qualified workforce of top talent that will help Oregonians achieve safety, health and independence.

Principles

- ODHS competes for top talent.
- Recruitment is a long-term investment, not a short-term process.
- Preparation, planning and communication are essential to effective hiring and shortening time to hire.
- Collaboration between hiring managers and senior recruiters is essential.
- ODHS integrates diversity, equity, inclusion and affirmative action into everything we do.
- Enhancing and increasing proactive recruiting practices achieves more qualified and diverse applicant pools.
- Transparency, accountability and respectful relationships create applicant and candidate trust, which increases interest in career opportunities with ODHS.

Goals of this procedure

- Increase our capability to hire top talent.
- Hire talent from a variety of backgrounds.
- Hire talent that reflects the population of the communities we serve.
- Improve culturally specific and responsive services through a diverse workforce.
- Ensure use of people of diverse backgrounds in the workforce (e.g., people of color, veterans, LBGTQIA+ and people who identify as disabled).
- Ensure recruiting processes are free of bias.
- Ensure a positive and respectful candidate experience.

Effectiveness of recruitment methods

ODHS uses several tools to increase recruitment effectiveness and to help managers have equitable recruitment processes and interviews. Some of these tools include the Workday Recruitment Process Map, Vacancy Checklist, Strategic Recruitment Plan, and applicant and interview evaluation forms updated in 2019 and posted on the internal ODHS internet.

ODHS sends appropriate job announcements to colleges and universities around Oregon to inform students and alumni about ODHS careers and increase the diversity of the candidate pool.
Reports are pulled from Workday regarding the diversity of the workforce, promotions and separations. HR, OEMS and the Executive Team use these quarterly reports to measure the effectiveness of all of the agency’s diversity, equity and inclusion work. We are also connecting with DAS on pulling reports from Workday applications on “how did you hear about this recruitment” as feedback on the effectiveness of specific outreach efforts.

The Governor’s Diversity and Inclusion/Affirmative Action Office holds monthly meetings with agency affirmative action representatives that help build relationships with other state agency recruiters and affirmative action representatives. These relationships mutually benefit everyone from sharing expertise and best practices in areas such as creative recruitment strategies, diverse community resources, affirmative action plan development, and diversity and inclusion practices and policies.

Succession plan

ODHS currently does not have a formal succession plan. In 2021, the Office of Human Resources and the ODHS Executive Team will assess the resources needed to develop and sustain a succession plan.

Training and education

An ongoing ODHS goal is to incorporate cultural responsiveness, diversity, equity, inclusion, trauma awareness, racial equality and accessibility considerations into our program and staff development training. All ODHS course offerings support the ODHS value of honoring and respecting the differences inherent in a multicultural workforce. Furthermore, to be effective, ODHS will conduct all courses using adult learning theory and learning style methodology.

Diversity presentations, trainings and/or activities

ODHS is proud of its numerous diversity and equity efforts. The Office of Equity and Multicultural Services (OEMS) consistently provides a variety of diversity and equity training topics. Going beyond celebrating different cultures and moving toward equity outcomes for all has been a focus of the agency in recent years. We are excited about the three new training sessions implemented in 2020; they are described below.

EquiTea Time Dialogues kicked off in July 2020. In response to national events surrounding systemic racism and the disparate impact of COVID-19 on communities of color, we developed virtual discussions using Zoom technology to bring people together and discuss equity topics and concerns. ODHS holds monthly beginning- and intermediate-level sessions.

Another new initiative launched in May 2020, the Trauma Aware Organization Initiative, ensures the agency is fulfilling its mission by promoting healing and resiliency for our workforce and for the children, adults and communities we serve. Our partners at Trauma Informed Oregon have developed four self-directed modules that take participants through the basics of trauma-informed care.

A new training for executives — called DEIA Executive Learning & Development — began in 2020. It is described in more detail in the “Executive Order 17-11” section of this Affirmative Action Plan. The focus for this training is to build knowledge, skills and confidence to lead diversity, equity and inclusion change in the agency.
The following is a partial list of department diversity or cultural responsiveness-related training opportunities that ODHS employees have access to and participated in during 2019 and 2020:

- **P.A.U.S.E. (Participation, Advocate, Understand, Strength-Based, Engage)** — required for all ODHS employees
- Micro-aggressions in the Workplace
- Decolonizing Selfcare for BIPOC
- Language Access Services
- Cultural Competency & Cultural Humility at ODHS and OHA: Valuing, Embracing and Implementing — required for all ODHS employees
- Conflict Navigation: Bridging Perspectives
- ODHS Core Values Training
- Ethics — required for ODHS managers
- **2020 DAS Preventing Harassment and Discrimination** — required for ODHS managers, supervisors and HR staff
- Cultivating a Diverse Workforce — required for ODHS managers

In the “Programs” section of this plan, the ODHS employee resource groups (ERGs) are highlighted. Each of these groups support historically underrepresented ODHS employees and/or underserved client populations. ERGs are voluntary, employee-driven committees that support each other as well as the Oregon Department of Human Services’ overall mission and vision.

**Volunteers**

**Jan. 1, 2019 – Dec. 31, 2019**

ODHS had 357 volunteers, 76 of which were interns, in 2019. There were 282 volunteers identifying as female and 75 volunteers identifying as male. Volunteers’ ages ranged from 17 to 80 years old. Two Asians; one Black, two Hispanics and five Whites voluntarily reported their ethnicity.

Volunteers contributed 61,047 hours, valued at $1,611,030. (According to IndependentSector.org, volunteer time in Oregon was valued at $26.39 per hour in 2019.)

**Jan. 1, 2020 – June 30, 2020**

During the first six months of 2020, ODHS had 142 volunteers, 33 of which were interns. There were 105 volunteers identifying as female, and 37 identifying as male. Ages of the volunteers ranged from 20 to 80. Volunteers contributed 14,522 hours, valued at $383,235 ($26.39 per hour in 2020). One Asian, one Black, six Hispanics; and 11 Whites voluntarily reported their ethnicity.

The agency will continue to collect as much information as possible on the race and ethnicity of volunteers. We feel it is important for our paid staff and our volunteers be able to identify with the people we serve.
Leadership development and training

Leadership Academy

Since 2003 the ODHS Leadership Academy has been preparing the leaders of the future as well as enhancing the skills of current leaders. Investing in workforce development through programs such as the Leadership Academy is a priority for ODHS. The academy is a critical component of ODHS strategy to provide our agency with current leaders as well as leaders for the future. This program is designed for those at salary range 19 and above that have demonstrated true leadership potential within the agency and are deeply committed to their own professional development in service to others.

Thirty-three employees participated in and completed the 2019–2020 academy. Projects included:

- RiSE Self-assessment Tool. The goal of this project was to produce an employee self-assessment tool for a baseline “measurement” of how much their words, behaviors and ways of thinking demonstrate RiSE and where they have room to grow.
- Training Accessibility. Training is an integral part of ODHS. This project created guidelines and resources for ODHS trainers to use in their efforts to comply with ADA and to model inclusivity.
- CW and SSP Joint Case Planning. This project developed a statewide protocol identifying best practice and how to collaboratively support service planning and service delivery for a family-centered approach in case planning.
- Aging and People with Disabilities Case Management Staff Tools Redesign Project. This project focused on improving efficiency while the program determines next steps regarding overall design efforts.
- Map of ODHS Benefit Distribution. This project’s goal was to create a geographical display, by county, showing ODHS monetizing benefits and how influential that funding is to local Oregon economies.
- APD/AA/DD Hearing Request Referrals. This project’s objective was to develop a comprehensive training package for APD/AAA staff to enhance consistency and accuracy for the in-branch hearing request process.
- Requisition and New Hire Field Protocol for the Workday Workforce Liaison. This project developed a standardized business process with outlined protocols to be approved for and implemented in all ODHS programs.

Leadership Academy participant gender, ethnicity and disability 2019–2020 cohort

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Leadership Academy participant gender, ethnicity and disability 2020–2021 cohort

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* Six did not disclose race/ethnicity.
** One did not disclose race/ethnicity.

Aspiring Leaders Program

The Aspiring Leaders Program (ALP) is for all employees (with a focus on those in positions lower than salary range 19) to encourage employees to develop their careers. More than 600 employees have participated in the training since it began in 2010.

The Aspiring Leaders Program focuses on the ODHS Leadership Model and the idea of leading from any chair. ALP spends a lot of time on self-understanding, reflection, personal development, and practical skills and tools that can be used at any level or role. The concepts and tools presented in ALP include, but are not limited to, the following:

- Mindsets for Performance
- Self-reflection
- Decision Making
- Personal Strategic Planning
- Equity and Inclusion
- Neurolinguistic Programming
- Communication and Dialogue
- LIFO (a behavioral assessment)
- Project Management/Teamwork
- ODHS Leadership Model
- Public Speaking
- ORID (a decision-making tool)

There are usually three cohorts per year; however, in 2020 there will only be one online cohort. The tables below show the gender, ethnicity and disability of the 2019 and 2020 ALP cohorts.
Aspiring Leadership Program participant gender, ethnicity and disability 2019 cohorts

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Aspiring Leadership Program participant gender, ethnicity and disability 2020 cohort

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Programs

RiSE

The RiSE vision is an organization where we all feel safe, valued, supported, strengthened and engaged in our personal growth and the agency’s growth. Our experience, actions and knowledge shared through RiSE will help ODHS be better tomorrow than we are today.

The six elements of RiSE are rooted in human development, resiliency, equity and organizational change research:

- Safety and well-being
- Equitable treatment and belonging
- Caring and supportive relationships
- Meaningful participation
- High expectations and accountability
- Community engagement

These six elements will help ensure that ODHS has a workplace that is welcoming, inclusive and engaged.
Internship Program

Each program hires interns as needed. The Child Welfare Program has had a long-standing partnership with Portland State University to train and coordinate internships for employees completing their master’s degree in social work. According to the Portland State University website, The Child Welfare Partnership, founded in 1993, was one of the first in the nation to combine social work research, training and education into one integrated program. Over the years, the Partnership has worked with Oregon’s public child welfare system to promote the shared goals of practice evolution, workforce recruitment, retention, diversity, and practice skill and innovation. More than 200 agency employees have earned professional BSW or MSW degrees customized to practice in child welfare and returned to serve the agency as leaders and advanced practitioners.

Aging and People with Disabilities’ work with interns is somewhat informal at this time. The number of students varies each year depending on the school and how many students are interested in interning with APD. APD has hosted students from Portland State Graduate School of Social Work (several different campuses, programs and degrees), George Fox University and Pacific University (new for 2020). A Walden University program is in development starting later in 2020. We also are working on a program with OHSU/PSU School of Public Health (Public Health education program) and a program for other interns who are not affiliated with a school.

Vocational Rehabilitation (VR)

Vocational Rehabilitation has been hosting graduate interns since at least the 1960s and 1970s, but a contemporary, centrally coordinated VR internship program was established in 2003. Vocational Rehabilitation accepts internship applications for all levels of students; however, the greatest number of interns in VR are enrolled in masters’ level programs for clinical rehabilitation counseling, rehabilitation and mental health counseling or related fields. During the past 30 years, VR has hosted interns from Western Oregon University, Portland State University, Utah State University, Idaho State University, Northern Illinois University, Gallaudet University, University of Kentucky, University of Alabama, University of Wisconsin-Stout and Western Washington University. There are usually 10–15 students completing their internship in VR offices around the state.

Diversity awareness

Equity and inclusion committees

In the past, ODHS had an agency-wide Diversity Council. However, ODHS found the agency’s large size challenged continued organizational change. In the 2019–2021 biennium, ODHS met its goal of forming equity and inclusion committees in all 16 districts.

What is the objective of equity and inclusion committees?

The objective of an equity and inclusion committee is to educate and empower Oregon Department Human Services staff to learn about diversity, equity and disparities in our communities via presentations and events. The committees collaborate with community partners to better serve, empathize with and provide resources for Oregonians.

The District 5 (Lane County) committee identified four goals to work on during 2019–2020. These goals further their mission statement and drive the business practices of equity, inclusion and service. The goals are:

- Create a welcoming environment for department staff.
• Establish an inclusive workforce reflective of the communities we serve.
• Improve the cultural competency of District 5 staff.
• Create a welcoming environment for customers and the public and provide linguistically appropriate services.

**Equity and inclusion committees’ purpose statement**

To better assist and advocate for Oregonians, Oregon Department of Human Services staff should feel acknowledged and empowered to educate and be educated on past and present disparities occurring in our communities.

**Employee resource groups (ERGs)**

In ODHS, an employee resource group (ERG) is defined by policy as “an officially chartered group that is organized around shared cultural identity(ies) to support historically underrepresented ODHS employees and/or underserved client populations. ERGs are voluntary, employee-driven committees that support each other as well as the Oregon Department of Human Services’ overall mission and vision.

ODHS formed ERGs as a diversity and inclusion best practice to leverage the collective experiences, skills and backgrounds that our most valuable resource — our employees — bring to work every day. We want to create a more engaged and motivated workforce that contributes to the agency’s success and meaningfully connects us to the populations we serve.

ERGs organize and sponsor numerous events, workshops, discussions and outreach to communities. They also host lectures and other activities throughout the year. Members serve on hiring panels and help HR recruiters outreach to diverse communities. The lead officer in each ERG serves on the agency’s ERG Leadership Council as a subject-matter expert and advises the agency on a wide range of policy issues. See the [OEMS website](#) for instructions to start a new ERG.

**Currently ODHS has 10 official ERGs:**

- **AAMC (African American Management Council)**
  
  AAMC helps the Oregon Department of Human Services (ODHS) create a culture of inclusion, where African American management personnel feel respected, are treated fairly and have equal opportunity. (This ERG is for management employees only.)

- **AbleNet**

  AbleNet acts as a forum to provide information, resources, discussion, networking, consultation, advocacy and other assistance for clients and employees with disabilities. Contact AbleNet.ERG@dhsoha.state.or.us.

- **APINET (Asian/Pacific Islander Employee Network)**

  The Oregon Department of Human Services’ Asian and Pacific Islander Network promotes and affects the full and equitable participation of Asian and Pacific Islander employees by enhancing their professional and personal development and their career. It is a resource for ensuring all Oregonians receive equitable services with justice, integrity, dignity and respect. Contact APINet.ERG@dhsoha.state.or.us.
• **B.E.S.T. (Black Employee Support Team)**
  B.E.S.T. is committed to adding value to ODHS by promoting an environment that attracts, hires, promotes and retains Black and African American employees and collaborates and advises on improving services to our communities. Contact BESTSupportSubCom@dhsoha.state.or.us.

• **HispNet (Hispanic Network)**
  HispNet serves as an advisory committee to ODHS leadership, staff and community partners. HispNet promotes access to services and equity for all Hispanic Oregonians through active advocacy and support of the ODHS staff representing and serving them. Contact Hispanic.Network@dhsoha.state.or.us.

• **P.R.I.D.E. (People Respecting Individual Differences Everywhere)**
  P.R.I.D.E. advocates for affirming, appropriate and safe services for lesbian, gay, bisexual, transgender, queer or questioning individuals and communities. It supports ODHS employees against homophobia, heterosexism and cis-genderism in the workplace. Contact PrideERG.PointsAndLeadership@dhsoha.state.or.us.

• **Slavic ERG**
  Slavic ERG works to increase awareness about and achieve equitable service access for all Slavic Oregonians. The Slavic ERG works to enrich the ODHS workforce by creating professional development opportunities for Slavic staff; supporting Slavic employees in their current roles by providing information, resources and other tools; and assisting in recruiting outreach to Slavic communities.

• **VERG (Veterans ERG)**
  The mission is to advance the needs of ODHS employees and clients who are veterans, partners and family members of veterans. The Veterans ERG also advocates for appropriate and safe services and improved outcomes for clients and equitable, welcoming working conditions and opportunities for ODHS employees.

• **WAHONE (We Are Here Oregon Native Employees)**
  WAHONE recruits and retains Native employees and improves human services delivery to Native clients, families and communities through Tribal best practice, ongoing human and technical assistance, mentoring, community engagement, and educational opportunities.

• **WELD (Women’s Equity Leadership and Development)**
  WELD’s mission is to promote women’s equity, leadership and development through education, advocacy and opportunity.
Community engagement

OEMS has facilitated community engagement meetings since 2019 with the African American, COFA (Compact of Free Association) community and Latino/a/x communities. OEMS is planning more listening sessions and frameworks to support those and other communities.

Recruiters have a list of community organizations they use to send out recruitment announcements. A small representation of these community organizations include:

- African American Health Coalition
- Andesheh Center
- Arab American Cultural Center of Oregon
- Asian Pacific American Network of Oregon
- Basic Rights Oregon
- Black United Fund of Oregon
- Cascade AIDS Project
- Cultural Advocacy Coalition of Oregon
- Equity Foundation
- Hands On Greater Portland
- Incight: Resources for Self-Empowerment
- Japan-America Society of Oregon
- Jewish Federation of Greater Portland
- Korean Society of Oregon
- Micronesian Islander Community
- Native American Youth and Family Center
- Native Arts and Culture Foundation
- NW Gender Alliance
- Oregon Native American Business and Entrepreneurial Network
- Q Center
- Salem Multicultural Institute
- Urban League of Portland
Update: Executive Order 17-11

Executive Order 17-11 relates to affirmative action, equal employment opportunity, diversity, equity and inclusion. Governor Kulongoski originally issued it in 2005 as Executive Order 05-01; subsequent amendments were executive orders 08-18, 16-09 and 17-11. The following information addresses the key points in Executive Order 17-11.

DEIA Executive Learning and Development.

This training for the ODHS executive team focuses on building knowledge, attitude, confidence and skills to lead diversity, equity, inclusion and accessibility (DEIA) change in the agency. This program started in 2020 with assessment of executives conducted in April and May. The individual coaching plans were completed in June 2020. Individual coaching group learning sessions started in July 2020 and will continue through 2022.

Statewide Exit Interview Survey

It is important for the state to have consistent information about employees who voluntarily leave state service. With the introduction of Workday, exiting employees can easily complete the exit interview. The survey gathers exit information to show trends and possible areas of concern that can be addressed through changes in policy and practice. ODHS HR will pull this data quarterly to review it and share with managers and the executive team. HR will use the information to determine and strengthen strategies for retaining employees.

Performance evaluations of all management personnel

The Department of Administrative Services restarted The Oregon Management Project (TOMP) in 2019. One focus of TOMP is increased accountability of managers. It includes quarterly check-ins in place of annual performance appraisals. Annual performance appraisals can still be completed for managers but are not required. Managers can choose whether to use performance appraisals.

The agency director and HR manager will receive completion reports and address non-complete requirements. Because this program recently restarted, it is too soon to have reports on its effectiveness. However, ODHS will continue to use this program and will report on in the next Affirmative Action Plan. The Performance Accountability and Feedback Checklist is available on the DAS website.

Posting of agency Affirmative Action Plan

The affirmative action coordinator will ensure that this Affirmative Action Plan is posted on the ODHS internal site for all employees. The Affirmative Action Plan contains the ODHS affirmative action policy statement, diversity and inclusion statement as well as accomplishments for the previous plan period and goals for the current plan. The plan’s accessibility to the general public is key. The affirmative action coordinator will ensure the plan is also posted on the ODHS external site.
Attendance at Governor’s Diversity, Equity and Inclusion/Affirmative Action (DEI/AA) Office meetings

It is the responsibility of the affirmative action coordinator to attend the meetings held by the Governor’s DEI/AA Office. The affirmative action coordinator works closely with the Governor’s DEI/AA Office to promote diversity, equity and inclusion, not only at ODHS but statewide.

These monthly statewide affirmative action meetings allow ODHS to build relationships with other state agency affirmative action representatives, human resources managers and recruiting managers. These relationships allow ODHS and other agencies to mutually benefit from sharing expertise and best practices in:

- Affirmative action plan development
- Recruitment outreach procedures, and
- Diversity, equity and inclusion practice.

Contracts to minority business

ODHS/OHA Office of Contracts and Procurement produces annual reports for the Governor’s director of Economic and Business Equity in accordance with state policy 107-009-0020. Executive Order 18-03 also encourages state agencies to promote economic equity in public contracting by increasing the percentage of state-funded contract dollars within each agency that is awarded and paid to COBID certified firms.

The total value of ODHS contracts, agreements and grants for January through December 2019 was $964,839,868 with 14 contracts for certified firms with a value of $2,571,784.

For Jan. 1 through June 30, 2020, the total number of contracts awarded is 22 with a total value of $1,495,122. Of the 22 contracts awarded, nine were to certified firms with a value of $615,437.

ODHS and OHA have a new Agency Business Engagement Plan that supports the contracting, granting and unpaid business relationships. The contracting office actively seeks out, engages and includes a diverse array of business partnerships. Staff also regularly refer businesses to small business development resources to increase their ability to compete for and succeed at fulfilling government contracts.

ODHS will continue to work with the Governor’s Diversity, Equity and Inclusion/Affirmative Action (DEI/AA) Office on any proposed updates to Executive Order 18-03. As more of the Business Engagement Plan rolls out, additional information will be available during 2021.
III. Roles for implementation of the Affirmative Action Plan

Everyone at the Oregon Department of Human Services (ODHS) plays a role in implementing a diverse, equitable and inclusive workplace. We have included some of the duties and accountability for every level of employee.

**ODHS Director**

The Director of ODHS is accountable to the Governor, the ODHS Executive Team and the entire agency to make sure we do the best we can. Below are some of the responsibilities of the Director:

- Ensure program directors understand their role and responsibility to demonstrate and promote affirmative action activities, a diverse workforce, and a welcoming and respectful environment. Program directors are expected to communicate these same principles to their subordinate managers and supervisors.
- Demonstrate and promote to managers, employees, partners and stakeholders the importance of a diverse and discrimination- and harassment-free workplace by periodically sending diversity, equity and inclusion communications to the enterprise.
- Include staff or management from HR and OEMS at monthly Executive Team meetings to receive status updates on statistics, events planned and anything else to be shared with the agency that will assist with diversity, equity and inclusion.
- Encourage subordinate managers and staff to participate in events and trainings supporting diversity, equity and inclusion education and celebration such as the Statewide Diversity, Equity and Inclusion Conference.
- Evaluate the performance of program directors in the effectiveness of their efforts to promote a welcoming and respectful workplace and help achieve the ODHS Affirmative Action Plan goals and objectives.
- Remind program directors to include evaluation of the effectiveness of promoting a welcoming and respectful workplace for subordinate managers' performance appraisals.
- Meet with ODHS Office of Human Resources director at least quarterly to review workforce representation statistics and accomplishments in the Affirmative Action Plan. Working with the affirmative action coordinator and HR director, adjust strategies as needed to achieve a positive outcome.
- Ensure the Affirmative Action Plan is effectively communicated to all employees.

**Program directors, managers and supervisors**

Program directors, managers and supervisors are accountable to the ODHS Director. Because the directors attend the Executive Team meetings, they will be accountable for forwarding the information they receive from the Director and others to their subordinate managers and supervisors. These managers and supervisors will, in turn, share the information with their staff out in the field. Below are some of the responsibilities and duties for the program directors, managers and supervisors:

- ODHS program directors demonstrate and promote to subordinate managers and employees the importance of a diverse, respectful and discrimination- and harassment-free workplace.
- Meet monthly with the Human Resources director and/or affirmative action coordinator to review workforce representation statistics and agency affirmative action strategies and to assist in identifying and eliminating barriers that inhibit a welcoming work environment.

- Strive to have a diverse selection and interview panel for any recruitment process and encourage staff participation on diverse interview panels. Work with ODHS Human Resources to use and uphold state procedures and rules in filling vacancies.

- Consider participation in employee resource groups and equity and inclusion committees and encourage staff to do so.

- Ensure all subordinate managers receive an orientation on the department’s affirmative action goals and responsibilities and understand their own responsibilities for helping attain the goals in the division/program areas.

- Evaluate how well subordinate managers and supervisors encourage a diverse workforce, demonstrate and encourage a welcoming and respectful workplace, and help the agency achieve the goals and objectives described in the Affirmative Action Plan.

- Attend and encourage staff to participate in diversity-related activities and training to be informed of current issues.

- Inform employees of the availability of the ODHS Affirmative Action Plan maintained on the ODHS internal website.

- If aware of a department employee engaging in any type of harassment, follow the procedures outlined in DAS 50.010.01, Discrimination & Harassment Free Workplace, and contact ODHS Human Resources.

## Affirmative action representative

The affirmative action coordinator is accountable to the Executive Team for ODHS, employees and the Governor’s Diversity, Equity and Inclusion/Affirmative Action (DEI/AA) Office for developing and implementing the ODHS Affirmative Action Plan. Below are some of the coordinator’s responsibilities:

- Work with ODHS Director, HR director, program directors, managers, supervisors and employees to ensure they understand their responsibility for promoting a respectful, diverse and inclusive workforce environment, and attaining the department’s diversity, equity and inclusion goals.

- Partner with ODHS Office of Human Resources and the Office of Equity and Multicultural Services to ensure strong recruitment outreach to people of color, people with disabilities, veterans and women through diverse-specific websites, community organizations, community leaders and schools.

- Build relationships with diverse community organizations, attend meetings and assist members of the community organizations with their job search.

- Review and recommend changes in policies, procedures and programs to ensure affirmative action is enforced throughout ODHS.
• Work closely with OEMS to develop, implement and emphasize activities and programs that support the department’s efforts to achieve a diverse and welcoming workforce.

• Analyze data from Workday regarding number of applicants and number invited to interview who are people of color, people with disabilities, veterans and women. Research, develop and recommend strategies to increase the percentage of people invited for an interview.

• Analyze data from Workday regarding number exiting service who are people of color, people with disabilities, veterans and women. Research, develop and recommend strategies to increase these groups’ percentage of retention.

• Work with the Governor’s DEI/AA Office to promote diversity, equity and inclusion statewide.

• Develop the Affirmative Action Plan with input from the agency. Oversee the implementation of the goals and strategies, reporting regularly to the HR director.

• Publicize and ensure the ODHS Affirmative Action Plan is posted on the ODHS intranet for all employees and the ODHS external website for public viewing.

• Report out quarterly workforce representation data to the Human Resources director, director of OEMS and recruiters who will share with the ODHS Director and program directors. Additionally, the human resources analysts will provide this information to management during their regularly scheduled meetings.

Agency employees

Employees are accountable to their manager and, ultimately, the Executive Team and agency director. They are responsible for conducting themselves according to the policies of ODHS and the state. Below are some of the responsibilities of all employees.

• Understand their job to fulfill the mission and values of the agency.

• Recognize and respect the differences for other employees, the public and stakeholders. Exhibit an attitude of respect, courtesy and cooperation toward all employees and the public we serve.

• Refrain from any actions that would adversely affect the performance of a coworker with respect to their race, sex, color, creed, religion, age, national origin, sexual orientation, disability, marital status, status with regard to public assistance, familial status, gender identity, gender expression, political party affiliation and veterans status.

• Participate in agency-sponsored diversity, equity and inclusion events, employee resource groups, equity and inclusion committees, advisory councils; encourage other employees to participate.

• Report any conduct in violation of the Department’s policies against discrimination and harassment.

• Self-report. The only way for ODHS to accurately report the diversity of the whole agency is for all employees to self-report their gender, ethnicity, disability and veteran’s status.
IV. July 1, 2019 to June 30, 2021

Progress toward affirmative action goals

The five-year trend charts below track the change in percentages of people of color, people with disabilities, veterans and women in the ODHS workforce from June 30, 2016 to June 30, 2020. The trend for each chart will be discussed as well as the actions to be taken to develop stronger representation. The statistics used in the trend reports are from the Workday, DEI Dashboard for 2019 and 2020. Data for 2016, 2017 and 2018 are from the DAS Position and Personnel Data Base (PPDB).

People of color

ODHS has continued the work to improve workplace diversity. Over the past few years, increased outreach, creative recruitment strategies and training have resulted in gains in the percentage of people of color in the department’s workforce (28.31% as of June 30, 2020). The agency will continue to provide outreach to communities to attract a diverse workforce. More work needs to be initiated to ensure we retain these employees. Detailed information regarding the number and percentage by racial category are in the “Demographic analysis” section.

People of color as percent of ODHS workforce

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>23.5%</td>
</tr>
<tr>
<td>2017</td>
<td>20.1%</td>
</tr>
<tr>
<td>2018</td>
<td>20.5%</td>
</tr>
<tr>
<td>2019</td>
<td>27.1%</td>
</tr>
<tr>
<td>2020</td>
<td>28.3%</td>
</tr>
</tbody>
</table>

Percentages are from June 30 of each year.
People with disabilities

The department continues to experience a low number of employees self-disclosing disabilities. This self-disclosure is voluntary. The agency needs to explain why we need this information and that it is not used for any hiring or promotion decisions. Collaboration with the AbleNet Employee Resource Group, OEMS and HR occurred in 2020 and is continuing in 2021 to develop a strategy for more self-disclosure.

People with disabilities as percent of ODHS workforce

Percentages are from June 30 of each year.
Veterans

It is important for the agency to reach out to veterans organizations with veterans preference information, assistance available to applicants and open recruitment announcements. Currently, 3.5% of ODHS employees have self-disclosed they are veterans. More detailed information on veterans is in the “Demographic analysis” section.
Women

Over the last five years, the percentage of women employed at ODHS has remained well above 75%.

Women as percent of ODHS workforce

Percentages are from June 30 of each year.

2016: 76.50%
2017: 76.70%
2018: 76.90%
2019: 77.00%
2020: 77.10%
Accomplishments

In the Affirmative Action Plan for 2019–2021, ODHS had three goals. These goals are shown below along with the accomplishments during 2019 and 2020.

Goal 1

Review and improve our recruitment process to ensure:

• We have a fair and equitable process for everyone
• We increase the diversity of our workforce, especially for people of color, people with disabilities and veterans in positions salary range 24 and above, and
• Our workforce reflects the populations we serve.

Accomplishments

ODHS continues to work toward increasing the recruitment, promotion and retention of people of color, people with disabilities and veterans in positions salary range 24 and above. Here are some specific actions taken during the 2019–2021 biennium:

• During the 2019–2021 biennium, the recruiting processes, specifically the applicant and interview evaluation forms were updated to provide an unscored option to evaluate applications and interviews (recommended by DOJ). Recruiters, supervisors and executives have been trained on their use.
• The desired attributes used in job announcements have been reviewed and modified to ensure they are not too restrictive, but instead allow more candidates to be reviewed by the hiring manager and moved into the first-round interviews.
• Continue to provide recruitment training to managers. Hiring the Best explains the recruitment and interviewing process and new evaluation forms for interviewing and selecting candidates.
• Interview Panelist Training is encouraged for any employee who will be on an interview panel to better understand the process. It also educates the employee about their unintentional personal biases and how to interrupt them.
• ODHS is publicizing the DAS recruitment training on Workday for managers. This training is important to the manager’s understanding of the new recruitment process.
• Recruiters are working in designated programs, as a team, to speed up the process for creating, drafting and posting job announcements, and reviewing and sending the completed applications to managers for review and selection.
• The recruiters have been working more with the managers and participating as interview panel members. These actions are building stronger relationships and a better understanding of the needs of the program, which helps recruiters develop more effective recruiting announcements.
• ODHS implemented video interviewing for the first round during 2020 to help speed up the process for managers to select candidates for additional interviews.
• ODHS Human Resources started reporting quarterly to the Executive Team on several equity-focused outcome measures. The first reports for 2019 were completed in June 2020 and include workforce diversity, diversity advancement and diversity retention (turnover). In progress is another report on employee engagement/satisfaction. Targets have been set by the Executive Team. Quarterly reports will drive correction action plans on issues that are not satisfactorily improving.

Goal 2

ODHS will foster 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

• Service equity managers within OEMS have been conducting a series of virtual table talks regarding service equity framework to ODHS field staff. The first service equity framework element explored “Race and Place.”

• In 2019, the RiSE Project Team visited ODHS offices throughout the state to share the RiSE model with employees. The 46 building sessions were met with great interest and excitement. During 2019 and 2020, the RiSE program has initiated the RiSE Champion Network, made up of volunteers who promote RiSE in their offices and environments; conversations on diversity, equity and inclusion; Monday morning email tips; and leadership and management engagement to develop the understanding and skills to lead to a RiSE culture within the agency.

• The DEIA Executive Learning & Development training for executives began in 2020. It is described in more detail in the “Executive Order 17-11” section of this Affirmative Action Plan. This training’s focus is to build knowledge, skills and confidence to lead diversity, equity and inclusion change in the agency.

• Community engagement meetings have been taking place with communities since 2019 with the African American, COFA and Latino/a/x communities. More listening sessions and frameworks to support those and other communities are being planned.

• OEMS has been conducting agency-wide diversity, equity and inclusion training. Some of the titles are listed in the “Training and education” section of this plan. A new OEMS activity, EquiTea Time Dialogues, launched in July 2020. It brings people together to discuss equity topics and concerns.

• Employee resource groups are active. See the “Program” section for descriptions of the 10 ERGs and their activities.

• Each program has a service equity manager from OEMS to help each program establish and lead service equity initiatives that include development and programmatic equity assessments, equity action plans and the development of equity dashboards to track disparities found in program service delivery.

Goal 3

ODHS will develop strategies to expand recruiting outreach efforts with diverse community-based organizations to increase the diversity of our workforce, especially for people of color, people with disabilities and veterans.

Accomplishments
• Additional diverse organizations have been added during 2019 and 2020 to the list of organizations for recruiters to publicize the ODHS job openings.

• Employee resource groups (ERGs) have been sharing job announcements to attract more people of color, veterans, people with disabilities, LGBTQIA+ and women to the ODHS workforce.

• An executive recruiter was hired early in 2020 to help recruiters with outreach efforts. All recruiters share the contact list that was developed.

• Recruiters attended 16 career fairs in 2019. Eight of the career fairs included diversity fairs: City Career Fair; JobsNow/Incight; Portland Veterans Job Fair; and Veteran Benefit Expo. Another eight career fairs were for universities: PSU Career + Internship Fair; Western Oregon University; Nursing Expo – George Fox University; University of Oregon; Southern Oregon University; and Oregon State University.

• For difficult-to-fill positions, recruiters developed a brochure in addition to the typical state-format recruitment announcement. This allowed more creativity and the ability to send a document easily through email to a large number of contacts.

Demographic analysis

The attached workforce representation reports are pulled from the Workday DEI Dashboard, the new tracking program used by the state. Because the parity data for Oregon is out of date, these reports do not use parity analysis as in the past. Parity is defined as the ultimate goal of affirmative action programming: to achieve “parity” in a workforce, i.e., women and minorities to be represented in every job category of a workforce in the same proportion they are available in the total workforce. The Governor's Diversity, Equity and Inclusion/Affirmative Action (DEI/AA) Office and state agencies will update the parity analysis for the next Affirmative Action Plan period of 2023–2025. For this 2021–2023 Affirmative Action Plan, the actual numbers of employees within each job category, race, disability, veteran status and gender will be reviewed and a plan made to continue to increase the representation.

ODHS is including report tables for the following information as requested by the Governor’s Diversity, Equity and Inclusion/Affirmative Action Office:

• Summary of data
• Workforce representation by race and gender
• Agency executives by race, gender, disability and veteran status
• Agency supervisors by race, gender, disability and veteran status
• Promotions for supervisors by race and gender
• Promotions for non-supervisors by race and gender

ODHS is also using the data from the previous system, Position and Personnel Database (PPDB), to show five-year trends as part of the analysis of the data. The trend reports are in the “Accomplishment” section above.

Summary reports
This summary report shows how many employees are People of color, White, People with disabilities or Veterans within each job category as of June 30, 2020. The agency currently has 28.31% People of color and 69.23% White. It is important to note that 2.46% of the employees did not wish to answer the race/ethnicity question.

Oregon Department of Human Services, summary of workforce representation
Workday statistics as of June 30, 2020

<table>
<thead>
<tr>
<th>Job categories</th>
<th>Total employees</th>
<th>People of color</th>
<th>White</th>
<th>Do not wish to answer</th>
<th>People with disabilities</th>
<th>Veterans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative support</td>
<td>1,271</td>
<td>342</td>
<td>897</td>
<td>32</td>
<td>60</td>
<td>33</td>
</tr>
<tr>
<td>Officials and administrators</td>
<td>857</td>
<td>177</td>
<td>675</td>
<td>5</td>
<td>30</td>
<td>42</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>2,510</td>
<td>904</td>
<td>1,520</td>
<td>86</td>
<td>90</td>
<td>75</td>
</tr>
<tr>
<td>Professionals</td>
<td>4,271</td>
<td>1,053</td>
<td>3,115</td>
<td>103</td>
<td>158</td>
<td>162</td>
</tr>
<tr>
<td>Service</td>
<td>14</td>
<td>4</td>
<td>10</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Skilled craft workers</td>
<td>8</td>
<td>1</td>
<td>7</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Technicians</td>
<td>578</td>
<td>211</td>
<td>359</td>
<td>8</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>Agency totals</td>
<td>9,509</td>
<td>2,692</td>
<td>6,583</td>
<td>234</td>
<td>349</td>
<td>330</td>
</tr>
<tr>
<td>Percentage</td>
<td></td>
<td>28.31%</td>
<td>69.23%</td>
<td>2.46%</td>
<td>3.67%</td>
<td>3.47%</td>
</tr>
</tbody>
</table>

The summary report below is in more detail, showing the number of employees by race/ethnicity within each job category.

Oregon Department of Human Services, summary of workforce representation
Workday statistics as of June 30, 2020

<table>
<thead>
<tr>
<th>Job categories</th>
<th>Total employees</th>
<th>Amerian Indian or Alaska Native</th>
<th>Asian</th>
<th>Black or African American</th>
<th>Hispanic or Latino</th>
<th>Native Hawaiian or Other Pacific Islander</th>
<th>Two or more races</th>
<th>White</th>
<th>Do not wish to answer</th>
<th>Females</th>
<th>Males</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative support</td>
<td>1,271</td>
<td>23</td>
<td>60</td>
<td>36</td>
<td>145</td>
<td>10</td>
<td>68</td>
<td>897</td>
<td>32</td>
<td>1,098</td>
<td>173</td>
</tr>
<tr>
<td>Officials and administrators</td>
<td>857</td>
<td>16</td>
<td>24</td>
<td>31</td>
<td>68</td>
<td>3</td>
<td>35</td>
<td>675</td>
<td>5</td>
<td>593</td>
<td>264</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>2,510</td>
<td>49</td>
<td>97</td>
<td>87</td>
<td>510</td>
<td>13</td>
<td>148</td>
<td>1,520</td>
<td>86</td>
<td>2,053</td>
<td>457</td>
</tr>
<tr>
<td>Professionals</td>
<td>4,271</td>
<td>70</td>
<td>138</td>
<td>137</td>
<td>456</td>
<td>16</td>
<td>236</td>
<td>3,115</td>
<td>103</td>
<td>3,280</td>
<td>991</td>
</tr>
<tr>
<td>Service</td>
<td>14</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>Skilled craft workers</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>0</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Technicians</td>
<td>578</td>
<td>7</td>
<td>31</td>
<td>74</td>
<td>39</td>
<td>24</td>
<td>36</td>
<td>359</td>
<td>8</td>
<td>310</td>
<td>268</td>
</tr>
<tr>
<td>Agency totals</td>
<td>9,509</td>
<td>165</td>
<td>350</td>
<td>367</td>
<td>1,219</td>
<td>66</td>
<td>525</td>
<td>6,583</td>
<td>234</td>
<td>7,336</td>
<td>2,173</td>
</tr>
</tbody>
</table>
Workforce representation by job classification, race/ethnicity and gender

The two charts below show the number and percentage of males and females within each race/ethnic group, sorted by job classifications. There are no employees within the race/ethnic groups in some job classifications. “Do not wish to answer” is 2.46%.

An [Oregon Employment Department’s website](https://employment Oregon.gov) reported the following in an article on Jan. 9, 2020: “Though it is still predominantly White, Oregon’s population has started to diversify in recent years. In 2018, the share of people of color in Oregon grew to 25 percent.”

Though the agency will do more to attract and a diverse candidate pool and retain a diverse workforce, ODHS is doing well with 28.31% people of color as of June 30, 2020. There is good representation of people of color in all job categories, especially above salary range 24. Areas where we can do more are explained in the two charts below.

The first chart shows that American Indian or Alaska Native is only 1.72% (males and females) of the workforce. ODHS needs to do more outreach to this group to increase the representation. This will be listed specifically in the strategies for 2021–2023.

**Oregon Department of Human Services, workforce representation by race categories (American Indian or Alaska Native; Asian; Black or African American; Hispanic or Latino) and gender. Workday statistics as of June 30, 2020**

<table>
<thead>
<tr>
<th>Job categories</th>
<th>Total emp</th>
<th>American Indian or Alaska Native</th>
<th>Asian</th>
<th>Black or African American</th>
<th>Hispanic or Latino/a/x</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Actual</td>
<td>%</td>
<td>Actual</td>
<td>%</td>
</tr>
<tr>
<td>Administrative support</td>
<td>1,271</td>
<td>21</td>
<td>1.65%</td>
<td>2</td>
<td>0.16%</td>
</tr>
<tr>
<td>Officials and administrators</td>
<td>857</td>
<td>12</td>
<td>1.40%</td>
<td>4</td>
<td>0.47%</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>2,510</td>
<td>45</td>
<td>1.79%</td>
<td>4</td>
<td>0.16%</td>
</tr>
<tr>
<td>Professionals</td>
<td>4,271</td>
<td>57</td>
<td>1.33%</td>
<td>12</td>
<td>0.28%</td>
</tr>
<tr>
<td>Service</td>
<td>14</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Skilled craft workers</td>
<td>8</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Technicians</td>
<td>578</td>
<td>5</td>
<td>0.87%</td>
<td>2</td>
<td>0.35%</td>
</tr>
<tr>
<td>Totals</td>
<td>9,509</td>
<td>140</td>
<td>1.47%</td>
<td>24</td>
<td>0.25%</td>
</tr>
<tr>
<td>Combined female &amp; male percentage</td>
<td></td>
<td><strong>1.72%</strong></td>
<td></td>
<td><strong>3.68%</strong></td>
<td></td>
</tr>
</tbody>
</table>
In the chart below, Native Hawaiian or Other Pacific Islander only represent 0.69% (males and females) of the workforce. ODHS should do more outreach to this group to increase representation. Several organizations that work directly with the Pacific Islander population will receive job announcements in the future. Also, more effort will be made to build a relationship with these organizations, including offering job search assistance to their membership.

“Do not wish to answer” represents 2.46%. ODHS needs a plan to ensure every new employee fills out this section on Workday, not only for the race ethnicity, but for self-disclosing a disability and veteran’s status.

Oregon Department of Human Services, workforce representation by race categories (Native Hawaiian or Other Pacific Islander; two or more races; White; do not wish to answer) and gender. Workday statistics as of June 30, 2020

<table>
<thead>
<tr>
<th>Job categories</th>
<th>Total emp</th>
<th>Native Hawaiian or Other Pacific</th>
<th>Two or more races</th>
<th>White</th>
<th>Do not wish to answer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Actual</td>
<td>%</td>
<td>Actual</td>
<td>%</td>
</tr>
<tr>
<td>Administrative support</td>
<td>1,271</td>
<td>8</td>
<td>0.63%</td>
<td>2</td>
<td>0.16%</td>
</tr>
<tr>
<td>Officials and administrators</td>
<td>857</td>
<td>2</td>
<td>0.23%</td>
<td>1</td>
<td>0.12%</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>2,510</td>
<td>13</td>
<td>0.52%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Professionals</td>
<td>4,271</td>
<td>11</td>
<td>0.26%</td>
<td>5</td>
<td>0.12%</td>
</tr>
<tr>
<td>Service</td>
<td>14</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Skilled craft workers</td>
<td>8</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Technicians</td>
<td>578</td>
<td>12</td>
<td>2.08%</td>
<td>12</td>
<td>2.08%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>9,509</strong></td>
<td><strong>46</strong></td>
<td><strong>2.08%</strong></td>
<td><strong>406</strong></td>
<td><strong>1.25%</strong></td>
</tr>
<tr>
<td>Combined female &amp; male percentage</td>
<td></td>
<td>5.52%</td>
<td></td>
<td>69.23%</td>
<td></td>
</tr>
</tbody>
</table>
**Agency executives**

This first chart shows the race/ethnicity and gender of the agency director.

**Oregon Department of Human Services, agency director by racial category and gender, Workday statistics as of June 30, 2020**

<table>
<thead>
<tr>
<th>Racial categories</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black/African American</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two or more races</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>0</strong></td>
<td><strong>1</strong></td>
</tr>
</tbody>
</table>

This summary shows the race/ethnicity (People of color or White) and gender of the ODHS executives. It is 50/50 for the total number of females to males. The percentage of executives in People of color is 29.41% compared to 70.59% White.

**Oregon Department of Human Services, agency executives by racial categories & gender, Workday statistics as of June 30, 2020**

<table>
<thead>
<tr>
<th>Race</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>People of color</td>
<td>6</td>
<td>4</td>
<td>10</td>
<td>29.41%</td>
</tr>
<tr>
<td>White</td>
<td>11</td>
<td>13</td>
<td>24</td>
<td>70.59%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>17</strong></td>
<td><strong>17</strong></td>
<td><strong>34</strong></td>
<td></td>
</tr>
</tbody>
</table>

This chart shows in more detail the race/ethnicity and gender of the ODHS executives. The racial categories not represented at all include Asian and Native Hawaiian/Other Pacific Islander.

**Oregon Department of Human Services, agency executives by racial categories & gender, Workday statistics as of June 30, 2020**

<table>
<thead>
<tr>
<th>Racial category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2.94%</td>
</tr>
<tr>
<td>Asian</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>11.76%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>8.82%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>5.88%</td>
</tr>
<tr>
<td>White</td>
<td>11</td>
<td>13</td>
<td>24</td>
<td>70.59%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>17</strong></td>
<td><strong>17</strong></td>
<td><strong>34</strong></td>
<td></td>
</tr>
</tbody>
</table>
This summary shows the reported disability and veteran status by gender of the ODHS executives.

Oregon Department of Human Services, agency executives by reported disability & veteran’s status, & gender, Workday statistics as of June 30, 2020

<table>
<thead>
<tr>
<th>Gender</th>
<th>Reported disability</th>
<th>Percent</th>
<th>Veteran</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>1</td>
<td>33.33%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Male</td>
<td>2</td>
<td>66.67%</td>
<td>3</td>
<td>100.00%</td>
</tr>
<tr>
<td>Totals</td>
<td>3</td>
<td></td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

The chart below shows in more detail how many executives at ODHS have reported a disability or are a veteran. It is sorted by racial category and gender.

Oregon Department of Human Services, agency executives by reported disability & veteran’s status, and racial categories, Workday statistics as of June 30, 2020

<table>
<thead>
<tr>
<th>Racial category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Disability reported</td>
<td>Veteran</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Two or more races</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>
Agency supervisors

This chart shows the race/ethnicity and gender of ODHS supervisors. The representation for Native Hawaiian/Other Pacific Islander is below 1% and American Indian/Alaska Native is at 1.81%. Four females and one male did not answer the question about race/ethnicity.

Oregon Department of Human Services, agency supervisors by racial categories & gender, Workday statistics as of June 30, 2020

<table>
<thead>
<tr>
<th>Racial category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>12</td>
<td>3</td>
<td>15</td>
<td>1.82%</td>
</tr>
<tr>
<td>Asian</td>
<td>12</td>
<td>12</td>
<td>24</td>
<td>2.92%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>19</td>
<td>8</td>
<td>27</td>
<td>3.28%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>41</td>
<td>24</td>
<td>65</td>
<td>7.90%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>0.36%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>24</td>
<td>9</td>
<td>33</td>
<td>4.01%</td>
</tr>
<tr>
<td>White</td>
<td>462</td>
<td>189</td>
<td>651</td>
<td>79.10%</td>
</tr>
<tr>
<td>Did not answer</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>0.61%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>576</strong></td>
<td><strong>247</strong></td>
<td><strong>823</strong></td>
<td></td>
</tr>
</tbody>
</table>

This chart shows by gender, the reported disability and veteran status of the supervisors at ODHS.

Oregon Department of Human Services, agency supervisors by reported disability & veteran’s status, and racial categories, Workday statistics as of June 30, 2020

<table>
<thead>
<tr>
<th>Racial category</th>
<th>Female</th>
<th>Male</th>
<th>Total females</th>
<th>Total males</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Disability reported</td>
<td>Veteran</td>
<td>Total</td>
<td>Disability reported</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Asian</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Two or more races</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>White</td>
<td>13</td>
<td>5</td>
<td>18</td>
<td>9</td>
</tr>
<tr>
<td>Did not answer</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>20</strong></td>
<td><strong>6</strong></td>
<td><strong>26</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>
Promotions – supervisory positions

For promotions into supervisory positions, this chart shows the race and gender for promotions occurring between July 1, 2019 and June 30, 2020.

Oregon Department of Human Services, agency supervisor promotions by racial categories and gender, Workday statistics as of July 1, 2019 through June 30, 2020

<table>
<thead>
<tr>
<th>Racial category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>2.37%</td>
</tr>
<tr>
<td>Asian</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>2.37%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>4</td>
<td>3</td>
<td>7</td>
<td>4.14%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>7</td>
<td>4</td>
<td>11</td>
<td>6.51%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>5.92%</td>
</tr>
<tr>
<td>White</td>
<td>85</td>
<td>48</td>
<td>133</td>
<td>78.70%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>107</td>
<td>62</td>
<td>169</td>
<td></td>
</tr>
</tbody>
</table>

The table below shows the supervisory promotions by disability and veterans’ status.

Oregon Department of Human Services, agency supervisor promotions by disability and veteran’s status, Workday statistics as of July 1, 2019 through June 30, 2020

<table>
<thead>
<tr>
<th>Racial category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Two or more races</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>White</td>
<td>2</td>
<td>8</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>2</td>
<td>5</td>
<td>11</td>
<td>18</td>
</tr>
</tbody>
</table>
Promotions – non-supervisory positions

For promotions into non-supervisory positions, this chart shows the race and gender for promotions occurring between July 1, 2019 and June 30, 2020.

Oregon Department of Human Services, agency supervisor promotions by racial categories and gender, Workday statistics as of July 1, 2019 through June 30, 2020

<table>
<thead>
<tr>
<th>Racial category</th>
<th>Female</th>
<th>Male</th>
<th>All</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>12</td>
<td>0</td>
<td>12</td>
<td>1.81%</td>
</tr>
<tr>
<td>Asian</td>
<td>20</td>
<td>9</td>
<td>29</td>
<td>4.37%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>14</td>
<td>9</td>
<td>23</td>
<td>3.46%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>62</td>
<td>24</td>
<td>86</td>
<td>12.95%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>0.45%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>45</td>
<td>8</td>
<td>53</td>
<td>7.98%</td>
</tr>
<tr>
<td>White</td>
<td>364</td>
<td>76</td>
<td>440</td>
<td>66.27%</td>
</tr>
<tr>
<td>Did not answer</td>
<td>6</td>
<td>12</td>
<td>18</td>
<td>2.71%</td>
</tr>
<tr>
<td>Totals</td>
<td>525</td>
<td>139</td>
<td>664</td>
<td></td>
</tr>
</tbody>
</table>

The table below shows the non-supervisory promotions by disability and veterans’ status.

Oregon Department of Human Services, agency non-supervisor promotions by disability and veterans status, Workday statistics as of July 1, 2019 through June 30, 2020

<table>
<thead>
<tr>
<th>Racial category</th>
<th>Disability reported</th>
<th>Veteran</th>
<th>Total females</th>
<th>Disability reported</th>
<th>Veteran</th>
<th>Total males</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Asian</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Two or more races</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>White</td>
<td>6</td>
<td>6</td>
<td>12</td>
<td>4</td>
<td>3</td>
<td>7</td>
<td>19</td>
</tr>
<tr>
<td>Did not answer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>10</td>
<td>8</td>
<td>18</td>
<td>6</td>
<td>7</td>
<td>13</td>
<td>31</td>
</tr>
</tbody>
</table>
V. July 1, 2021 to June 30, 2023 goals and strategies

“If you see something that is not right, not fair, not just, you have a moral obligation to do something about it.”

- John Lewis

Goals for ODHS Affirmative Action Plan

The ODHS vision of “safety, health and independence for all Oregonians” is why we continue to pursue goals that help us increase and retain our representation of people of color, people with disabilities, veterans, LGBTQIA+ and women within the ODHS workforce.

How do we do that in today’s complex world? ODHS feels the most important focus for our goals needs to be on the workplace environment. We must have a culture that is inclusive and respectful. In order to retain our workforce, a stronger orientation process needs to take place. We will continue to work hard to develop new outreach efforts to attract qualified candidates to our workforce. The goals and strategies described below will continue the successful efforts made in the past and focus on some areas that need to be strengthened to be most effective.

In the 2021–2023 biennium, ODHS will pursue the following goals:

1. ODHS will continue to foster an inclusive and respectful culture that encourages collaboration, creativity and flexibility to enable individuals to contribute to their full potential.

2. The ODHS employee orientation/onboarding process will be reviewed, and a more comprehensive new employee orientation will be developed and implemented during the 2021–2023 biennium to address stronger retention of people of color, veterans, people with disabilities, LGBTQIA+ and women within the agency.

3. ODHS will continue to expand its recruiting outreach efforts with diverse community-based organizations to increase the diversity of our workforce, especially for people of color, people with disabilities, LGBTQIA+, women and veterans in positions in salary range 24 and above.

Strategies and timelines for achieving ODHS goals

Goal 1: ODHS will continue to foster an inclusive and respectful culture that encourages collaboration, creativity and flexibility to enable individuals to contribute to their full potential.

Strategies:

- Discuss diversity and inclusion regularly at the leadership level. Once a month, a diversity and inclusion topic will be discussed at the Executive Team meeting. Guest presenters will be from OEMS, HR or possibly from outside the agency. Once a quarter, updated workforce representation reports will be presented to the Executive Team.
In 2019, the RiSE project team visited offices around the state to share the RiSE model. Continue and strengthen RiSE to increase cultural awareness.

Strengthen the onboarding of new employees to increase awareness of diversity, equity and inclusion trainings, policies and resources such as RiSE, and the ERGs.

Use a diversity and equity perspective to examine turnover rates quarterly for voluntary and involuntary separations’ adverse effect on women, people of color, LGBTQIA+ and people with disabilities. Develop strategies to eliminate any disproportionate turnover for a protected class. Determine if there is more turnover in diverse populations. HR and OEMS will work together to develop strategies to eliminate excessive turnover.

Develop a procedure to ensure exiting employees are invited to complete the exit interview on Workday that includes diversity and inclusion-related questions. These exit interviews will be used when examining turnover rates. Quarterly, a summary of these exit interviews will be provided to the executive team.

Review annually and revise, if necessary, the ODHS Equal Employment Opportunity/Affirmative Action Statement and any recruiting materials related to affirmative action or diversity and inclusion.

The agency will continue to develop programs where employees can discuss diversity, equity and inclusion in a welcoming and respectful environment so that everyone can have a chance to understand and help address and rectify their biases and learn how to be antiracist.

**Goal 2:** The ODHS employee orientation process will be reviewed, and a more comprehensive new employee orientation will be developed and implemented during the 2021–2023 biennium to address stronger retention of people of color, veterans, people with disabilities, LGBTQIA+ and women within the agency.

**Strategies:**

- HR and OEMS will coordinate the review and make improvements to the current new employee orientation/onboarding process. Develop and implement a new online agency-wide orientation that every new employee takes their first week. This will cover all agency or statewide policies employees need to understand. It will also cover all diversity, equity and inclusion efforts, trauma-informed and other resources available to employees.

- Program offices will also review and improve their own onboarding, which will explain specific offices procedures and practices, in addition to reinforcing the diversity, equity and inclusion efforts to strengthen the culture at ODHS.

- It will be discussed during onboarding and by the employee’s new supervisor why ODHS needs the information regarding race/ethnicity. New employees will be encouraged to disclose this important information in Workday.

- It will be discussed during onboard and by the employee’s new supervisor why ODHS needs the information regarding disability and veteran’s status in Workday.

- A plan will be developed to work with the employees who have not filled out the information regarding race/ethnicity to meet the agency goal of having this information 100% reported.
Goal 3: ODHS will continue to expand its recruiting outreach efforts with diverse community-based organizations to increase the diversity of our workforce, especially for people of color, people with disabilities, LGBTQIA+, women and veterans in positions in salary range 24 and above.

Strategies:

- ODHS will review the recruitment process annually to make sure all the elements are included:
  - Strong, accurate job announcement
  - Diverse organization outreach strategy
  - Selection process
  - Veterans’ preference
  - The interview process, including diversity/inclusion questions
  - Reference checking, including diversity/equity/inclusion questions
  - Onboarding
  - Unit orientation, and
  - Retention.
- Develop outreach strategies to include outreach beyond Oregon when applicable.
- On a quarterly basis, recruiters will review workforce representation report for people of color, people with disabilities, women and veterans in all positions, with a focus on positions salary range 24 and above.
- Reports will be pulled from Workday and shared with the recruiters regarding the diversity of the candidate pool, analyzing where candidates dropped out of the process. This information will assist the recruiters in helping managers improve the effectiveness of the future recruitment process.
- Efforts will be made to build stronger relationships with organizations representing the American Indian and Alaska Native and the Native Hawaiian and Other Pacific Islander groups. These groups will receive job vacancy announcements and offers of job search assistance to their members.
- Build and sustain relationships with diverse organizations and send them job announcements. The list below is a sampling of organizations; there are many more:
  - NAACP
  - APANO
  - Hispanic Services Roundtable
  - Oregon Association for Minority Entrepreneurs
  - IRCO
  - Cultural Advocacy Coalition of Oregon
  - Coalition of Communities of Color
- Incight
- US DOL Vet
- Exceed Enterprises
- Micronesian Islander Community
- Basic Rights
- Latino Business Alliance
- Oregon State Hispanic Employees Network
- Oregon Native American Chamber
- Asian Pacific American Chamber and Partners in Diversity.

- ODHS HR Recruiting will partner with OEMS to coordinate networking with groups and send out new job announcements. Recruiters will ask ERGs to share job announcements with their networks.

- Work with other ODHS programs such as Vocational Rehabilitation, Aging and People with Disabilities, and Intellectual and Developmental Disabilities Services to develop stronger strategies for hiring people with disabilities. In addition, consult with AbleNet.

- Offer career services to members of diverse organizations, including informational interviews, application material review and mock interviews.

- Attend career fairs and targeted outreach events (i.e., diversity, veterans, people who identify as disabled, LGBTQIA+, etc.) and accept resumes from job seekers that will be shared with the appropriate programs/section managers. Help job seekers set up informational interviews as needed.

- Develop and maintain recruitment and career services partnership with veterans’ organizations such as Oregon Department of Veterans Affairs, USDOL-Vets, United States Guards and Reserves, E3 Federal Solutions, and local Disabled Veterans Outreach program.

- Develop partnerships with college and university strategy/working groups, career centers and alumni organizations, trade schools, and apprentice programs around Oregon and across the country.

- Continue reporting quarterly to the Executive Team on several equity-focused outcome measures to include workforce diversity, diversity advancement, diversity retention (turnover) and employee engagement/satisfaction. The quarterly reports will drive correction action plans on issues that are not satisfactorily improving, based on targets established by the Executive Team in 2020.
VI. Appendices

Appendix A — State policy documentation

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

- **ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)**
- **Discrimination and Harassment Free Workplace - (Statewide Policy No. 50.010.01)**
- **Veterans Preference in Employment (40-055-03)**
- **Equal Opportunity and Affirmative Action Rule (105-040-0001)**
- **Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion**

Appendix B — Federal documentation

Link to federal documentation:


Includes:

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

Executive Order 11246 (OFCCP regulations)
You can get this document in other languages, large print, braille or a format you prefer. Contact ADA unit email ADA.DHS@dhsoha.state.or.us. We accept all relay calls or you can dial 711.

DHS 3637 (04/2021)