



Oregon

Department of
Public Safety and Training

Affirmative Action Plan
July 2025 – June 2027



The Department of Public Safety Standards and Training's (DPSST) mission is to pursue excellence in training and accountability for public safety professionals.

Agency Overview

The DPSST provides statutorily mandated basic training courses for Oregon public safety professionals at the start of their careers, certifies/licenses and upholds professional standards and regulations for police officers, corrections officers, parole and probation officers, regulatory specialists (OLCC), telecommunicators (9-1-1), emergency medical dispatchers, criminal justice instructors, private security providers, private investigators, and polygraph examiners in the State of Oregon. The DPSST is also responsible for determining candidates' eligibility to run for office of Sheriff, authorizing federal officers to make arrests pursuant to ORS 133.245, and providing staffing for the Public Safety Memorial Fund and Governor's Commission for the Law Enforcement Medal of Honor. The DPSST works in consultation with public and private safety agencies around the state by providing basic, leadership and specialized training at the 237-acre campus in Salem, as well as regionally throughout the state. The DPSST strives to provide the resources public safety providers and public safety agencies need to maintain the highest skills and provide excellent service to Oregon's communities and citizens.

The agency works in conjunction with a 26-member Board on Public Safety Standards and Training who are responsible for establishing the training and certification standards required to be met and maintained by 43,000 public safety providers throughout the state.

Agency Mission and Objective

The DPSST implements minimum standards established by the Board on Public Safety Standards and Training for recruitment and training of city, county and state police officers, corrections officers, parole and probation officers, fire service personnel, OLCC inspectors, emergency telecommunicators and private security providers. The DPSST conducts public safety training throughout Oregon and at the OPSA campus in Salem; certifies qualified officers at various levels from basic through executive; certifies qualified instructors; and inspects and accredits training programs throughout the state based on standards established by the Board on Public Safety Standards and Training.

Mission – Pursuing excellence in training and accountability for public safety professionals.

Vision – DPSST will be the premier public safety standards and training agency in the nation by inspiring professionalism, innovation, diversity, and community.

Values fostered in achieving the Agency Mission:

Diversity – Recognizing all the way people differ creates crucial inclusion of thoughts, ideas, perspectives, and values.

Integrity – Following the highest ethical standards in our working relationships, practices, and decisions.

Accountability – Responsibility in word and deed for our actions both positive and negative.

Service – Making intentional decisions based on an understanding of the needs of others.

Compassion – Regarding others with respect, sympathy, and empathy in relation to their varied and valued roles within the organization.

Guiding principles:

Safety and wellbeing for staff and students.

Quality of services provided.

Identification of agency employees:

Agency Director: Philip Castle, 503-931-0178

Governor's Policy Advisor for DPSST: Constantin Severe, 503-986-6545

Agency's Affirmative Action Representative: Tiffany Ball, HR Business Partner (HRBP), 503-689-4159

Lead for COBID contracting: Jeff Hunt, Procurement Manager, 503-508-6909

Org. Chart - Appendix A

Roles for Implementation of Affirmative Action Plan

Roles and responsibilities

The HRBP will oversee tracking diversity among candidates through Workday.

The HR Recruiter will oversee advertising job announcements in various places to ensure a diverse pool of applicants.

Accountability mechanisms - Statistics in Workday will be used to track the diversity of candidates. These statistics will be pulled every quarter to track progress.

Executive staff - Executive staff, in collaboration with HR, will ensure that managers receive appropriate training on hiring and retaining candidates. Additionally, executive staff will assess management's effectiveness in meeting affirmative action goals, maintaining a work environment

free from harassment and discrimination, and providing equal access to training and development opportunities.

Management staff - Management staff will evaluate candidates fairly and consistently, work to maintain work environments free from harassment and discrimination and allow equal access to training and development opportunities.

Other staff - Other staff will work to maintain work environments free from harassment and discrimination.

2023-2025 Affirmative Action Plan Progress Report

In the 2023-2025 biennium, the DPSST's goal was to improve in the following areas.

Recruitment

- Remove language that is ableist or gendered. Replace language with inclusive wording throughout position descriptions and the job postings.
 - The DPSST has eliminated ableist and gendered language from all recruitment materials and has adopted more inclusive language.
- Ensure the working conditions are accurately reflected.
 - An example of this is the requirement of a driver's license, is determining if there is a requirement for the position to drive.
 - Before posting new recruitment opportunities, review and adjustment is completed to the working conditions to accurately reflect the needs of each position, ensuring inclusivity for all potential applicants.
- Evaluate classifications and minimum qualifications to determine appropriateness and question whether they are negating certain groups of people. Carefully considering the position requirements and the desired knowledge, skills, abilities, attitude, and behaviors.
 - The level and type of educational background.
 - A review of practices was completed to ensure inclusivity is embedded in all recruiting processes and educational background is only requested when it is necessary for the position.
 - Degree – if it's not a minimum requirement, do not require or incorporate as a desired attribute.
 - The DPSST has stopped requiring degrees past what is needed per the minimum qualifications.
 - Related experience. Ensuring the recognition and value of lived experience as a desired qualification for a position.
 - The DPSST has placed value on related experience and lived experience to ensure the most qualified candidates are being interviewed.
 - The DPSST has removed unnecessary material requirements, such as cover letters, for entry-level positions. Efforts are also taking place to transition questionnaire models that focus on the skills and attributes required for the position, rather than tenure, to avoid excluding younger generations.

- Advertising recruitments to diverse audiences by posting to diverse job posting sites like LinkedIn or Partners in Diversity. The DPSST will continue outreach to local law enforcement agencies and National Associations for people of color and women in law enforcement.
 - The DPSST has been working to reach a diverse range of candidates by advertising job openings on platforms like LinkedIn and Partners in Diversity. However, the results from Partners in Diversity have been limited. To enhance outreach, a plan is in action to utilize a combination of emails, job boards, and paper flyers. These methods will enable us to connect with a wide variety of individuals across different generations and backgrounds who possess the necessary skills for the positions.
 - For roles such as Public Safety Training Specialist 1 and 2, which require public safety experience or expertise in specific areas of public safety instruction, our recruitment efforts will target the public safety community, veterans, and individuals with specialized skills in areas like firearms, defensive tactics, and leadership. This strategy is designed to attract a broad and diverse pool of candidates.
- Return to attending career fairs in person once they resume post-COVID. Virtual career fairs will continue to be attended.
 - The DPSST has attended four career fairs during the 23-25 Biennium as of August 1, 2024, and plans to attend more. Budgetary restrictions have limited career fair attendance.
- Continued evaluation will occur on how interview questions are provided to candidates. Changes are being made to provide the interview questions prior to the interview for inclusivity of individuals with disabilities and those with English as a second language.
 - The DPSST provides the candidate interview questions before the process for most administrative positions. For professional and technical roles quick and comprehensive responses are essential as they reflect attributes and skills necessary for job functions, therefore questions are not provided prior. Interview resources such as position descriptions are provided for preparation for all positions. In addition, candidates have been provided a hard copy of the interview questions during the process to allow candidates to reference as needed.
- Human Resources is actively working to enhance strategies for recruiting applicants from diverse backgrounds. Efforts include ongoing training on hiring practices, best practices, DEI (Diversity, Equity, and Inclusion) training, and alternative sourcing methods. These initiatives aim to increase the diversity within applicant pools by equipping managers and supervisors with the knowledge and tools needed to effectively reach and engage a broader range of candidates.
 - The HR recruiter holds individual consultations with hiring managers for each recruitment to ensure adherence to best practices. These consultations also address potential challenges candidates might encounter due to position demographics and explore ways to make the recruitment process more inclusive and equitable. Additionally, leadership engages in the DEI planning cohort and shares insights from

the Office of Cultural Change (OCC) to further educate and train all managers and supervisors on DEI practices related to recruitment.

- A consultant will be engaged to enhance the DEI competencies of the executive team, with this initiative scheduled to take place between June and July 2023.
 - This remains an ongoing priority despite budgetary constraints that have prevented the hiring of a DEI consultant. In the meantime, continued engagement with the Department of Administrative Services (DAS) Office of Cultural Change (OCC) takes place through meetings, inquiries, and idea boards.

Selection

- Training for interview panel members is being developed and will be mandatory before participating in interviews. This training aims to address and reduce biases and inequities in the interview process.
 - This training has been developed and is set to be implemented for all staff participating on interview panels. Currently, the facilitator is providing an overview of the expectations for each panel member.
- Selecting candidates to move forward should be based on a consistent scoring matrix that is developed prior to the recruitment closing.
 - A standardized matrix from DAS Recruitment has now been implemented across all recruitment and interview procedures. To enhance inclusivity, a user-friendly application process and comprehensive screening criteria have been adopted. Panel scoring is guided by predetermined criteria that align with job responsibilities and required skills/attributes for each position. These criteria, along with the questions and scoring rubric, are detailed to ensure objectivity across interview panels.
- Interview panels should consist of an HR representative to ensure hiring practices are being followed by all managers. This includes making sure that our interview panel is aware of the Standard Operating Procedures for interviewing.
 - HR representation was used on all panels for the first year. The agency has now moved to a model that is more functional for the where HR is present for two to three interviews with a new manager and then steps in only when needed to fill a seat on the panel.
 - When conducting secondary screening for interview advancement, selection panel receive a screening matrix that ensures measurable outcomes based on rubrics. This reduces unconscious bias within the selection panel and ensures objectivity that may be influenced by resume or material presentation.

Retention

- An agency-wide diversity training (outside of Workday Learning) will be planned for all DPSST staff to attend.

- Due to budget constraints, a DEI training partner has not been engaged at this time. However, there is eagerness to utilize resources from the Office of Cultural Change (OCC) for education and support.
- The DPSST has coordinated a committee to evaluate and bolster the employee recognition program.
 - Efforts to enhance employee recognition were made; however, due to the increase in 60-person classes and other competing priorities, the program has been paused. The committee plans to regroup and focus on revitalizing it.
- To prepare for employee advancement, the DPSST will continue encouraging career development and training opportunities for employees who are part of historically marginalized communities and people of color.
 - The DPSST supports employee advancement through job rotations, leadership roles, and relevant training opportunities across the country, fostering their development and benefiting the agency. Additionally, feedback and transparency are prioritized by providing unsuccessful candidates with constructive feedback, which ensures continuous improvement of processes and outcomes.
- Remove language from all documents that is considered disparaging.
 - The DPSST has removed disparaging language from all documents and continues to screen documents through review as they are revisited.

Employee Engagement

- A peer support group is currently being implemented within DPSST. A designated individual will be trained to listen to and possibly advise employees on personal or work-related struggles. The goal is to help employees remain more engaged and focused at work.
 - The peer support group has been established and is functioning effectively. Currently composed of four employees, the team plans to expand in the next biennium. While meeting content remains confidential, the team has provided valuable support to many employees over the past year.
- Fostering inclusion of diverse perspectives to achieve agency goals.
 - The DPSST participated in the Gallup employee engagement assessment in December of 2023. These results are being used to ensure diverse perspectives are utilized to work on the agency's strategic plan. Each department has also contributed specific feedback to aid in the building of the agency's strategic plan.

Program Improvements for Staff and Constituents

- Inclusivity and Minority Representation within Procurement: Significant efforts have been made at the state level to reduce barriers that prevent minority and community-based organizations from participating in the state procurement process. DPSST aims to foster greater inclusivity within operations and partnerships.

- Equity Review Curriculum and Training Development: DPSST is dedicated to incorporating equity and cultural awareness into curriculum development and training. This commitment entails understanding impacts and issues that affect marginalized populations by conducting research and data analysis and adjusting curriculum and training content accordingly. By understanding diverse communities and evolving national police reform standards, DPSST works diligently to ensure that its training programs are equitable and inclusive in training public safety professionals.
- DPSST’s Goal for Alignment of the Affirmative Action Plan, the DEI Plan, and the Strategic Plan
 - The DPSST is actively integrating its Affirmative Action Plan, DEI Plan, and Strategic Plan into a unified document. This effort aims to enhance the effective implementation of all organizational goals. By consolidating these plans, the goal is to better align initiatives, ensuring a comprehensive approach to promoting diversity, equity, and inclusion while strategically advancing the mission and objectives.

Leadership Evaluation Report

Leadership receives regular updates and improvement strategies to ensure they meet the goals outlined in the Affirmative Action Plan. During quarterly check-ins, leadership evaluates managers' efforts in achieving Affirmative Action objectives, assessing their contributions to fostering a diverse and inclusive workplace as part of their performance evaluations. Affirmative Action goals are integrated into all recruitment processes and staff development initiatives. Leadership also incorporates these goals into all programs for staff and constituents, demonstrating a commitment to state-mandated principles of fairness, equity, and inclusivity. Continuous efforts are made to improve practices and effectively achieve these objectives.

Demographic analysis – All staffing, management, and promotional demographics - Appendix E

Gender identity reporting in Workday is optional. Among those who chose to report, 30.1% identified as female, which is a slight decrease compared to the 2023-2025 biennium. This indicates that the DPSST's workforce remains predominantly male. Efforts to attract, recruit, hire, and retain female employees have been reviewed for the 2023-2025 biennium, and strategies will continue to be refined to better appeal to non-male candidates.

The agency has a notable representation of Generation X employees. Currently, 82 employees belong to the Baby Boomer and Traditionalist generations, suggesting that a wave of retirements is likely in the near future. To address this, DPSST will need to develop strategic recruitment plans for succession. The workforce is already shifting, with 123 employees now from the Millennial and Generation Z cohorts.

Reporting veteran status in Workday is optional. Among those who chose to report, 24 employees are veterans. DPSST remains committed to enhancing efforts in recruiting and retaining veterans.

The DPSST's current workforce is predominantly white, underscoring the need to enhance diversity. Many DPSST positions have very specific minimum qualifications, and the public safety field in Oregon has historically been predominantly white and male. However, demographic shifts are occurring within the public safety sector, and these changes are expected to affect the demographics at DPSST as well. To further increase diversity, plans are underway to attend career fairs in more diverse regions of the country to attract candidates from a broader range of backgrounds.

At DPSST, 22 individuals currently hold management roles, with 10 of these positions occupied by female leaders, reflecting a commitment to gender diversity. Additionally, the management team includes members from historically marginalized communities, underscoring a dedication to inclusivity and representation throughout the organizational structure. Diverse leadership enriches perspectives, improves decision-making, and enhances the ability to serve the community effectively.

During the 2023-2025 biennium, DPSST has promoted a total of 9 staff members. Among these promotions, 1 individual identified as an individual from a historically marginalized community.

Affirmative Action Plans – 2025-2027 Affirmative Action Strategies and Goals

- **Issue** - There is a clear and pressing need for diversity training and increased diversity across the agency. The primary focus is on enhancing representation from historically marginalized communities and people of color within the organization. This strategic priority highlights a commitment to fostering inclusivity and equity at all levels of DPSST.
- **Goals** - The goal is to actively engage diverse candidate pools by advertising job opportunities in historically marginalized communities for all types of positions, not just hard-to-fill roles. This agency-wide initiative includes posting job openings on sites that serve diverse populations, participating in job fairs, sharing opportunities on college job boards, and expanding presence on social media platforms. By broadening recruitment efforts, the aim is to attract a more diverse range of applicants and promote greater inclusivity within DPSST.
- **Outcomes** – The objective is to achieve a 10% increase in applications from historically marginalized communities and people of color for positions at DPSST by the next biennium.
- **Measures** – Statistics within Workday will be used to monitor and track the number of candidates from historically marginalized communities and people of color who apply for positions at DPSST. This data will be systematically recorded for all posted positions, providing a basis for comparative analysis and evaluation of recruitment efforts.
- **Implementation**
- Who is assigned to help achieve the goals?

- HR will identify locations to post job announcements with the manager's input. Tracking of statistics is conducted in Workday.
- What accountability measures will be used to keep track of progress in achieving goals?
 - Tracking reports will be maintained that document external networking connections, career fair interest, individual resume reviews and external posting sites that generate applications. Data information generated from recruitments and hiring will derive from the state of Oregon's Workday system. Additionally, accountability measures will be set in place to ensure management is successful in achieving Affirmative Action goals for the agency.
- What role is played by the director and executive staff?
 - The Director and executive staff will support the training of managers on unbiased recruiting practices and DEI principles, while also fostering a culture of inclusivity and belonging.
- What is the role of managers and supervisors?
 - **Managers and supervisors will be required to follow standard hiring procedures to ensure unbiased practices and to encourage employees to participate in DEI trainings offered by the state, including the lunch talks promoted by DAS.**
- What is the role of the Affirmative Action Representative?
 - The Affirmative Action Representative (HRBP) is charged with tracking statistics and providing data to leadership.
- What is the role of the agency equity leader?
 - Currently, there is no designated agency equity leader. Instead, resources from DAS, OCC, and other HR partners across the state are utilized to ensure effective application of DEI processes.

2025-2027 Affirmative Action Strategies

Identify the strategies to achieve the Affirmative Action goals, outcomes, measures, and implementation for the 2025-2027 biennium. Examples of strategies are:

Recruitment

- Recruitments will be advertised to diverse audiences by posting on job sites like LinkedIn and Facebook. DPSST will continue outreach to local law enforcement agencies, national associations for people of color, women in law enforcement, and veteran sites and offices.
- Attendance at more career fairs will enhance community outreach, including virtual career fairs. DPSST also plans to host a career fair on campus to boost recruitment for the agency, constituents, and stakeholders.
- Human Resources is enhancing efforts to equip managers and supervisors with strategies for recruiting applicants from diverse backgrounds. Ongoing training in hiring practices, best practices, DEI principles, and alternative sourcing methods will be provided to improve diversity within applicant pools.

- A consultant is being sought to enhance the DEI competencies of the executive team.
- DPSST is committed to demystifying the recruitment process for all applicants, including those from underserved communities. Regular reviews of recruiting practices aim to create clearer, more structured, and less stringent paths for job applicants.

Selection

- Interview panel member training is being developed and will be mandatory before participating in interviews to address biases and inequities.
- Candidate selection should be based on a consistent scoring matrix, which will be developed prior to the closing of the recruitment.
- Panels are being diversified to better reflect the position's interactions and the communities it will serve.

Retention

- Another agency-wide diversity training is planned, to be conducted outside of Workday Learning.
- The DPSST has formed a committee to evaluate and enhance the employee recognition program. To ensure optimal outcomes, input will be sought from both the Wellness Committee and the Diversity, Equity, Inclusion and Belonging (DEI&B) Committee, incorporating employee feedback where possible.
- To support employee advancement, the DPSST will continue to promote career development and training opportunities, particularly for employees from historically marginalized communities and people of color.
- The DPSST will maintain efforts to screen documents for and eliminate any disparaging language.

Employee Engagement

- A DEI&B Committee and a Wellness Committee are being implemented to create a holistic approach to employee engagement. The DEI&B Committee will ensure an inclusive and equitable workplace, while the Wellness Committee will focus on employees' overall well-being. When employees feel included, valued, and supported, they are more likely to be engaged in their work, which can lead to higher morale, lower turnover rates, and increased productivity. The presence of both committees is expected to enhance employee engagement and contribute to a positive organizational culture.
- Fostering the inclusion of diverse perspectives to achieve agency goals involves actively integrating a broad range of viewpoints and backgrounds into decision-making and operational processes. This approach ensures that diverse insights contribute to shaping the organization's strategies and actions.

Program Improvements for Staff and Constituents

- **Equity Review Curriculum and Training Development:** DPSST is committed to integrating equity and cultural awareness into curriculum development and training. This involves researching and analyzing issues affecting marginalized populations and adapting curriculum and training content based on these insights. By staying informed about diverse communities and evolving national police reform standards, DPSST strives to ensure that its training programs are equitable and inclusive for public safety professionals.
- **Complaint Process Accessibility:** Efforts to facilitate citizens lodging complaints with Professional Standards are currently under review to ensure individuals, regardless of background or language proficiency, can easily convey concerns and seek answers to questions. The goal is to simplify accessible processes that promote transparency, accountability, and responsiveness to complaints.
- **Limited Training Access for Rural Communities:** Efforts are underway to review and enhance the process for citizens lodging complaints with Professional Standards. The aim is to ensure that individuals, regardless of background or language proficiency, can easily submit concerns and receive answers. The goal is to simplify and improve the accessibility of the process, promoting transparency, accountability, and responsiveness.

Succession Plan – Appendix F

- The goals of the succession plan are to identify the competencies required for highly critical and/or critical positions. The plan aims to foster and mentor current employees, helping them develop the necessary skills to support DPSST's work. Human Resources will assist all employees in creating their individual career plans and will train managers to expedite the recruitment process when applicable.
- The current succession plan will be updated to more accurately reflect the agency's needs.

Contracting

- Significant efforts have been made at the state level to reduce barriers preventing minority and community-based organizations from participating in the state procurement process. DPSST is committed to fostering greater inclusivity within its operations and partnerships.
- Since July 1, 2023, DPSST has issued 12 purchase orders (contracts) to COBID (minority) businesses, totaling \$119,279.00.

Complaint Process – Appendix G

Affirmative Action Policies

Agency affirmative action, or diversity, equity, and inclusion policy

- **Agency Affirmative Action Policy Statement/Agency Diversity & Inclusion Statement**
- The DPSST is committed to achieving a workforce that represents the diversity of Oregon's population and to provide fair and equal employment opportunities. The DPSST is committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age, or disability. Employees are our most important resource and the basis for our success. We seek an environment characterized by respect for the individual where cultural and ethnic diversity are blended by teamwork into a

harmonious workforce. The DPSST continues its commitment to equal employment opportunity in ensuring the rights of each person in all HR actions, including recruitment, selection, training, compensation, and promotion, are based on individual ability, interests, and performance. The DPSST's employment practices are consistent with the State's Affirmative Action Plan Guidelines and with state and federal laws, which preclude discrimination.

Agency Affirmative Action Policy Statement for Individuals with Disabilities:

The DPSST will not discriminate, nor tolerate discrimination against any applicant, employee, or student because of physical or mental disability for any position the applicant applies for or is qualified for.

The DPSST agrees to take affirmative action to employ, advance in employment, educate and otherwise treat known qualified individuals with disabilities without regard to their physical or mental disabilities in all human resources selection and decision practices, such as: advertising, benefits, compensation, discipline (including probation, suspension, and/or termination for cause or layoff), employee facilities, performance evaluation, recruitment, social/recreational programs, and training. The DPSST will also continue to administer these practices without regard to race, color, religion, gender, sexual orientation, national origin, age, or disability. Additionally, all applicants and employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under this policy.

Affirmative Action Policy for Members Uniform Services (ORS 659A.082):

The DPSST will not discriminate or tolerate discrimination against any applicant or employee because of their uniformed service status and their obligation to serve or their desire to apply for uniformed service.

It is also the policy of the DPSST to provide an environment for each applicant, employee, and student that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, color, religion, gender, sex, sexual orientation, marital status, national origin, age, familial status, or disability.

DEI focused plans or policies – Appendix B

State employment law documents - Appendix C

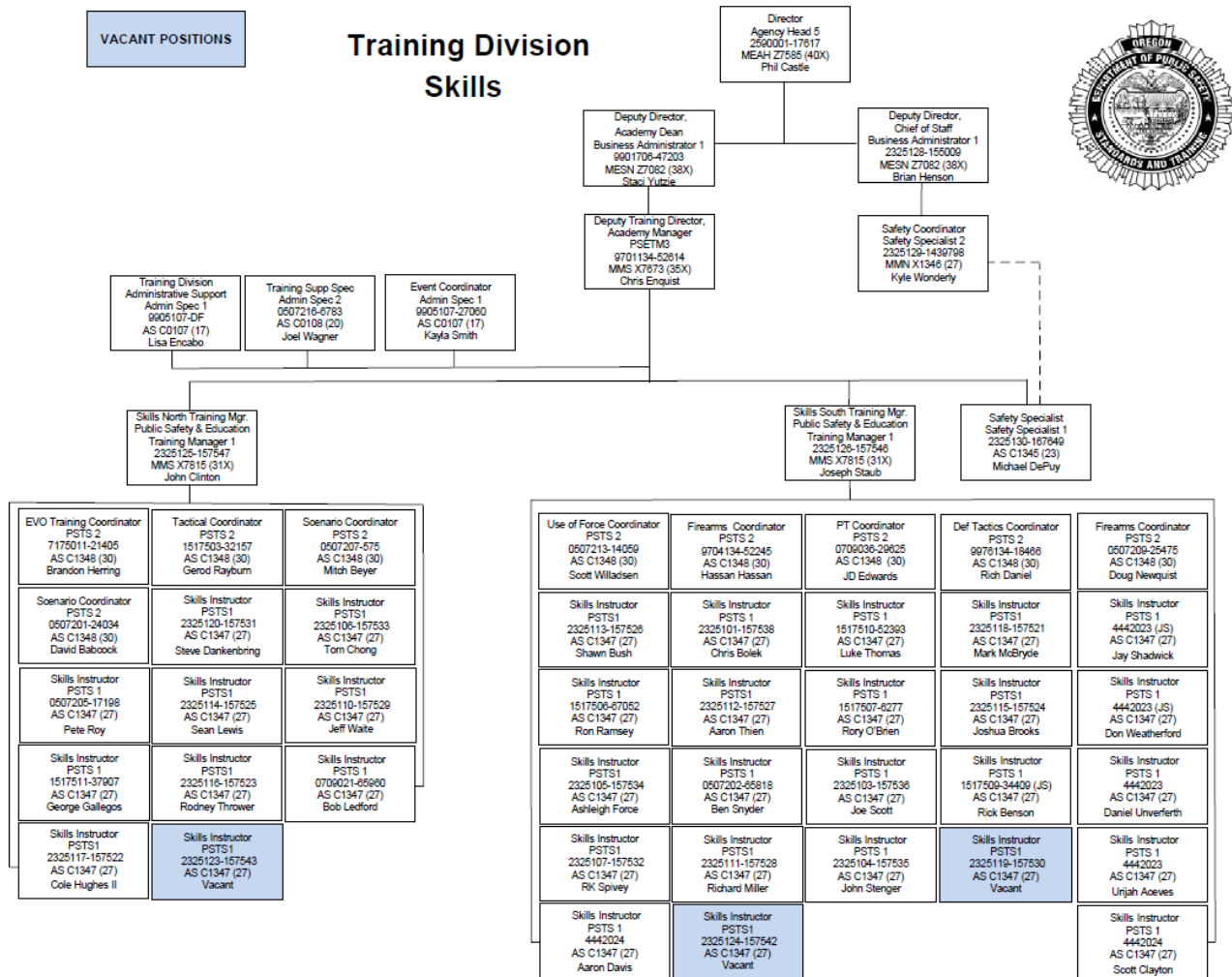
Federal employment law documents – Appendix D

- [Executive Order 11246 \(OFCCP regulations\)](#)

State and federal Affirmative Action Policies

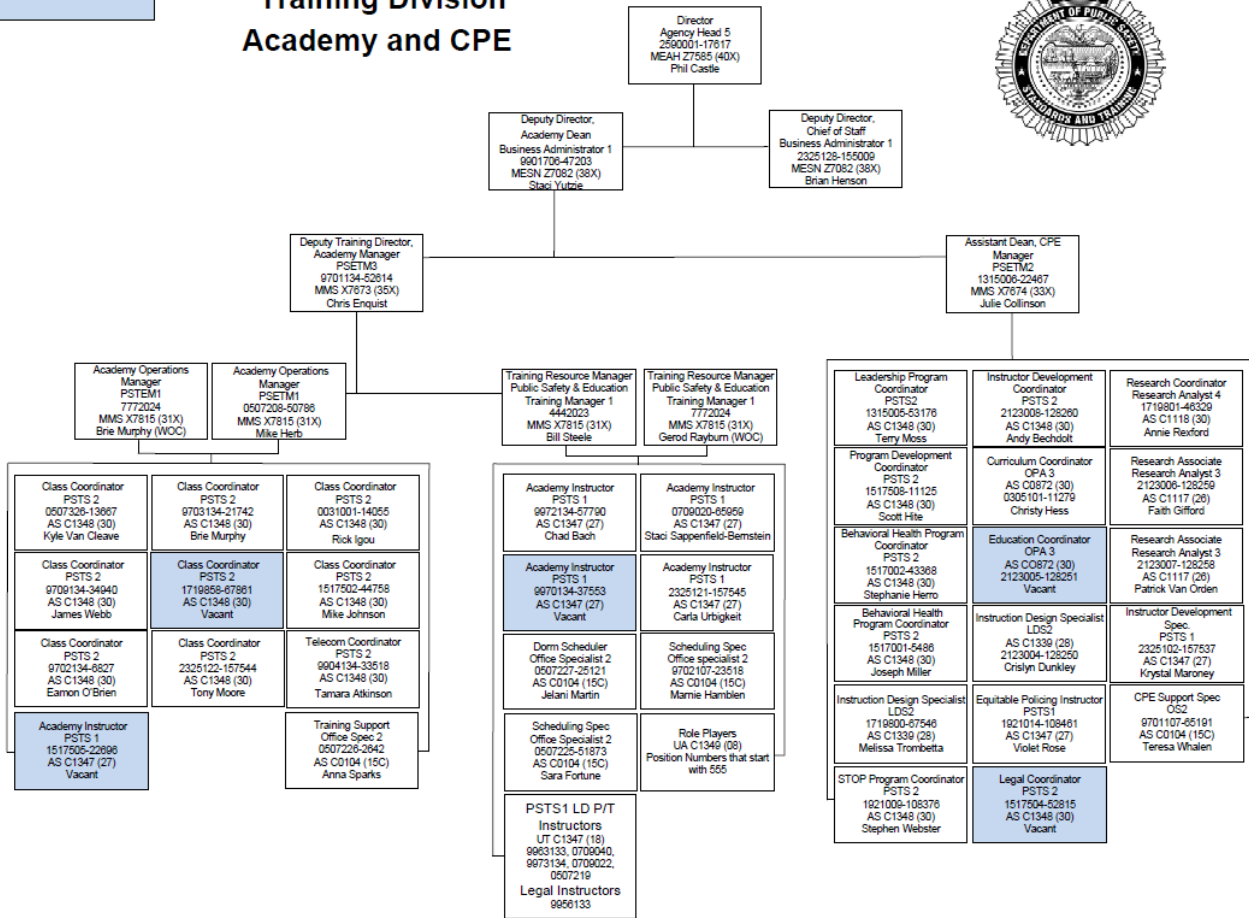
- **Are these items accessible to all employees and partners?**
 - Currently these documents are accessible to employees only. DPSST is considering the option to post the documents to our agency webpage.
- **Where are they located?**
 - They are located on the Agency's Shared Drive, which is accessible to all employees.
- **How can employees and partners access them?**
 - Employees can access them through the Shared Drive.

Appendix A – Organization Chart



VACANT POSITIONS

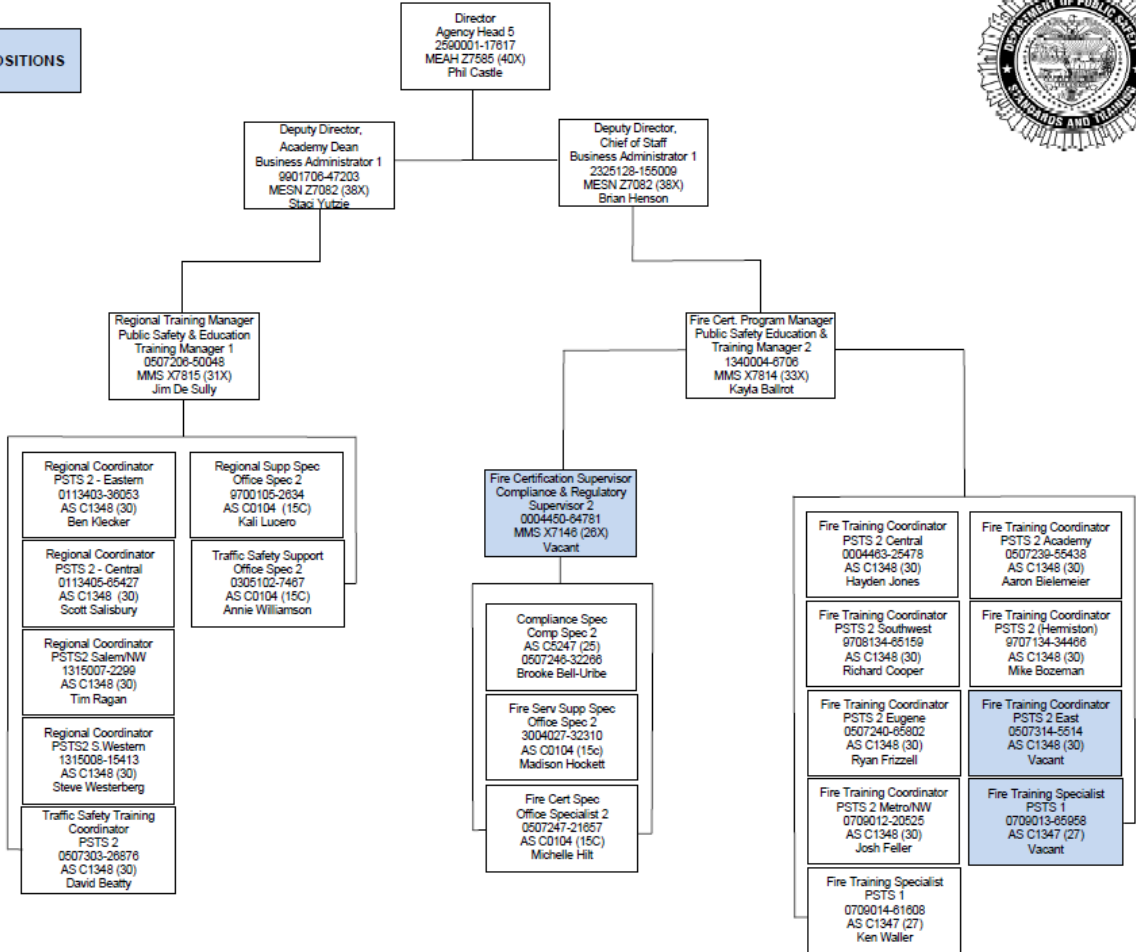
Training Division Academy and CPE



Police Regional, Fire, and Fire Certification



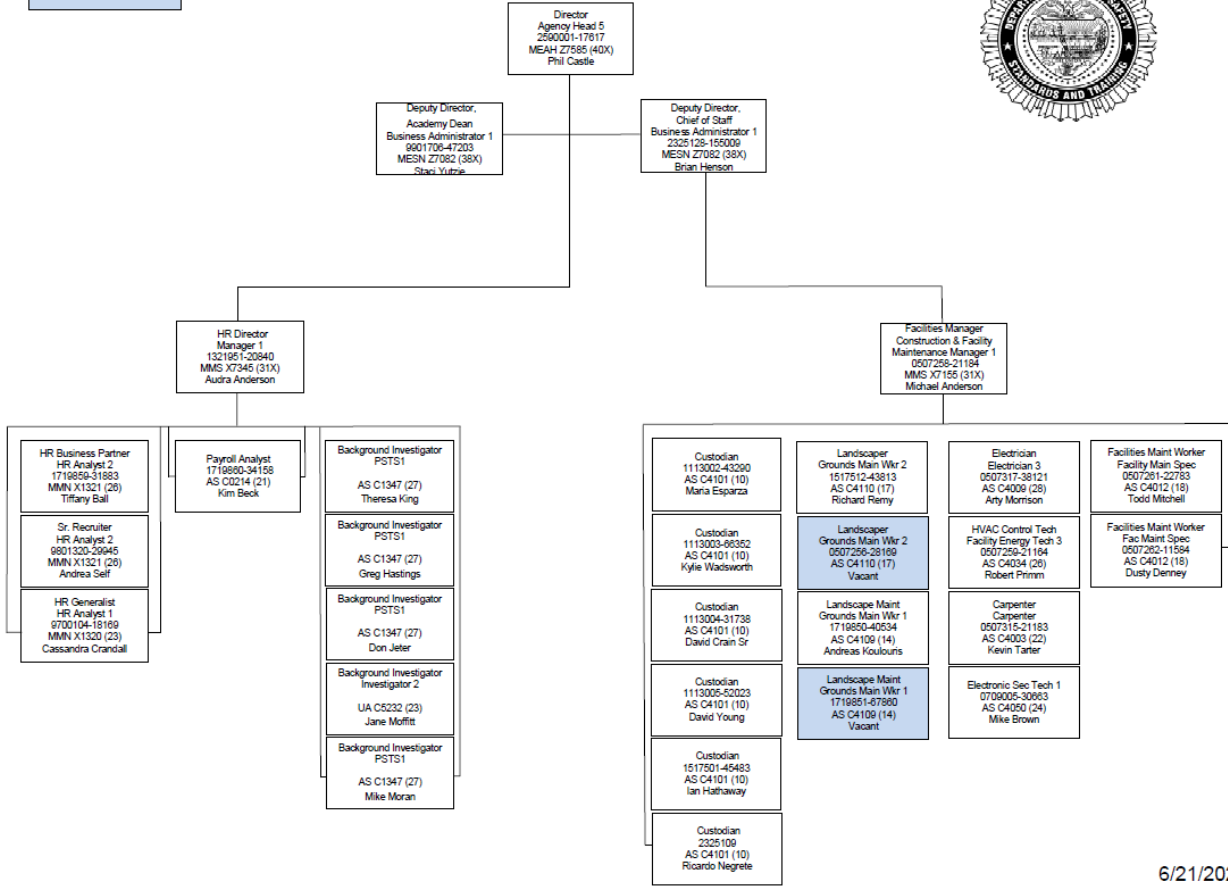
VACANT POSITIONS



Operations Division & Human Resources

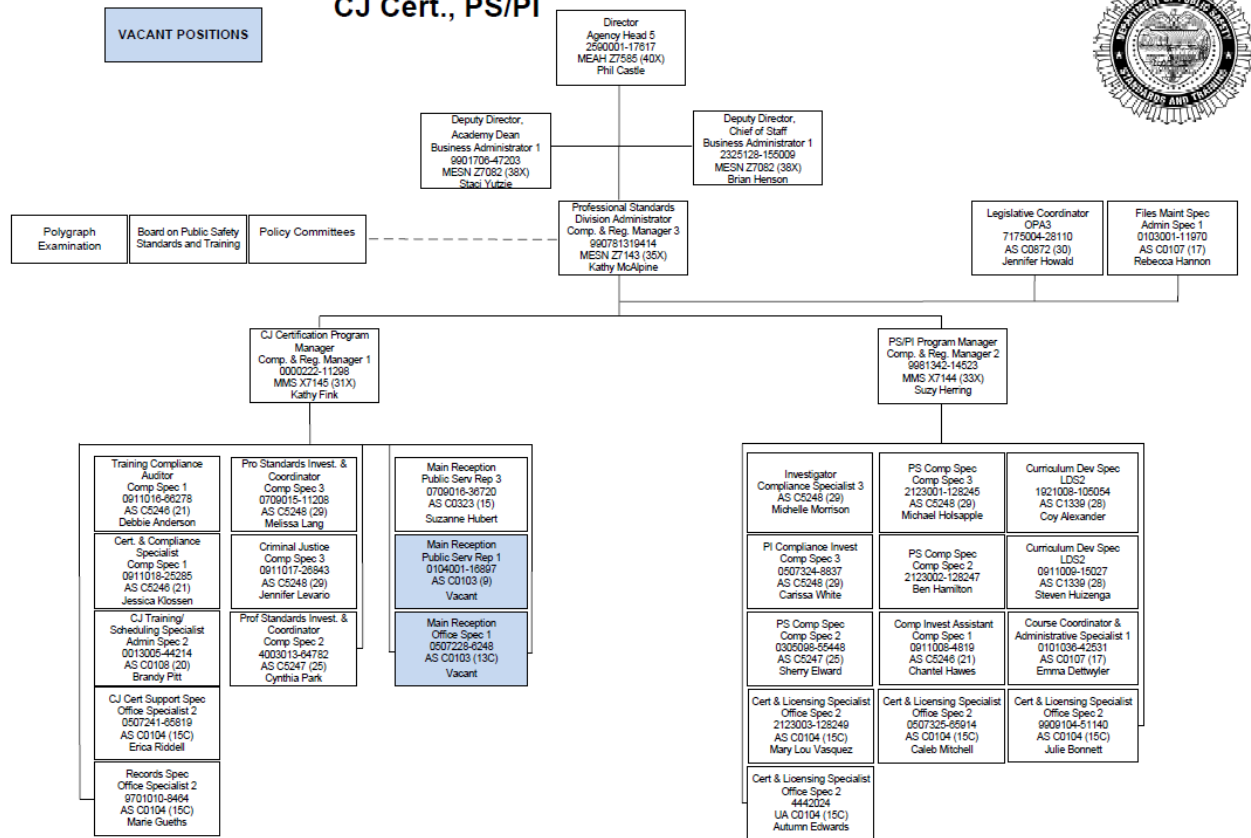


VACANT POSITIONS



6/21/2024

Professional Standards Division CJ Cert., PS/PI



Appendix B – DEI Plans and Policies

- [DPSST DEI Plan](#)

Appendix C – State Policy Documentation

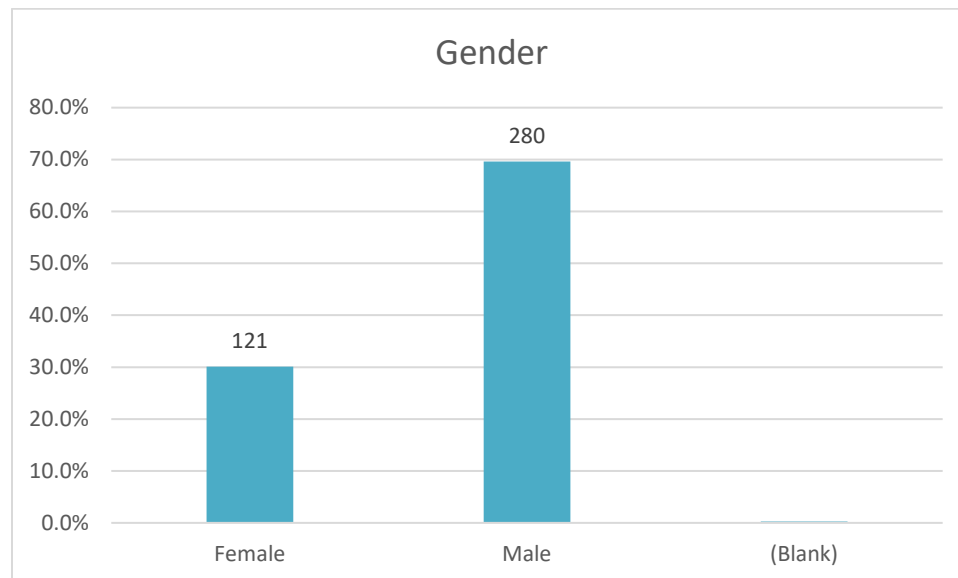
- [ADA and Reasonable Accommodation Policy \(Statewide Policy 50.020.10\)Discrimination and Harassment Free Workplace - \(Statewide Policy No. 50.010.01\)](#)
- [Candidate Preference in Employment – \(Statewide Policy 40.055.04\)](#)
- [Equal Opportunity and Affirmative Action Rule \(105-040-0001\)](#)
- [Executive Order 22-11: Relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion](#)

Appendix D – Federal Documentation

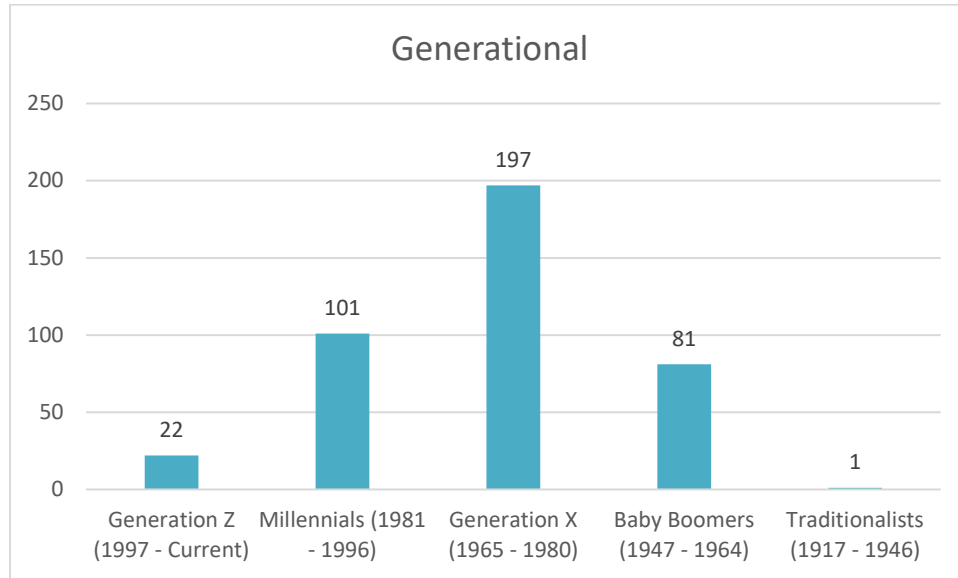
- [Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- [Age Discrimination Act of 1975](#)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)

- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#), and [Title VII of the Civil Rights Act of 1964](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- [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](#)

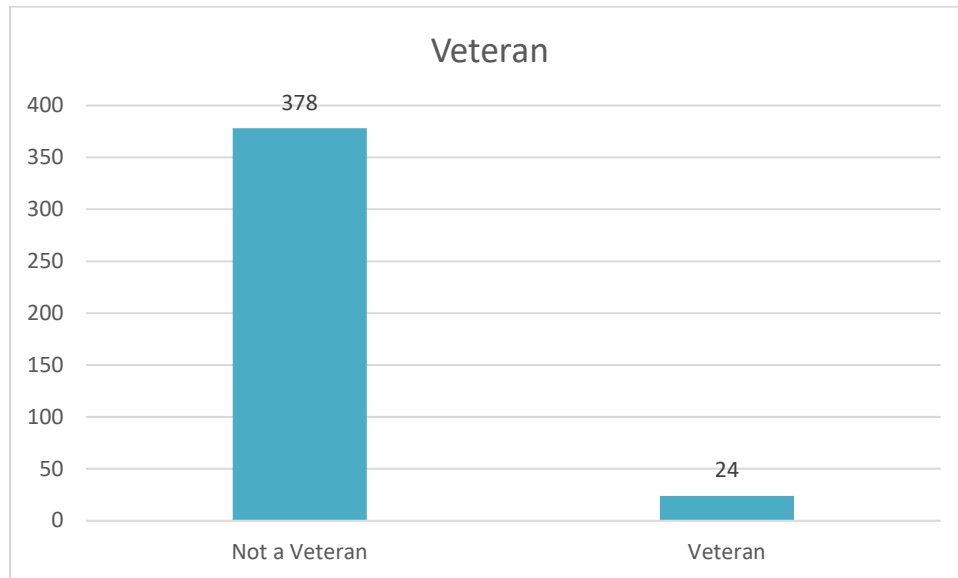
**Appendix E – Demographic Charts additional information found in Workday
Gender Demographics**



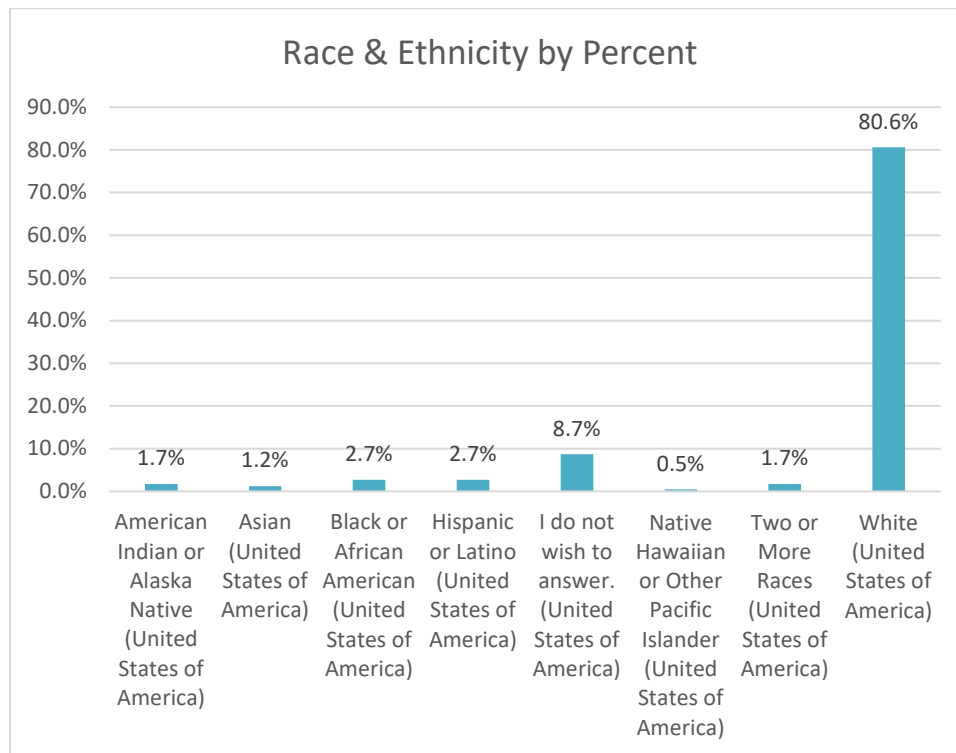
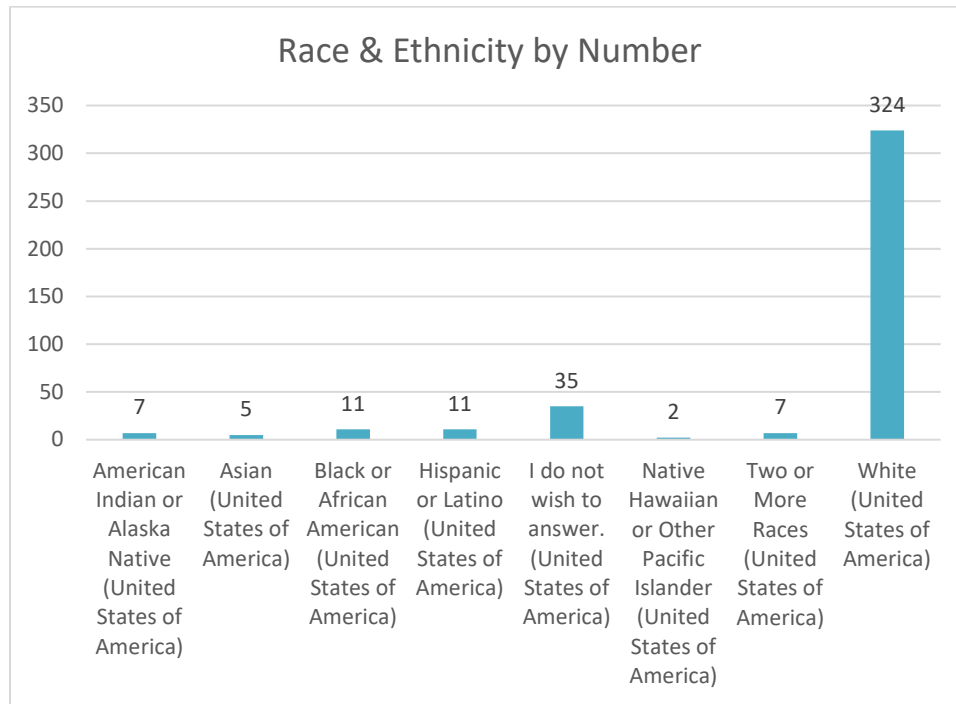
Generational Demographics



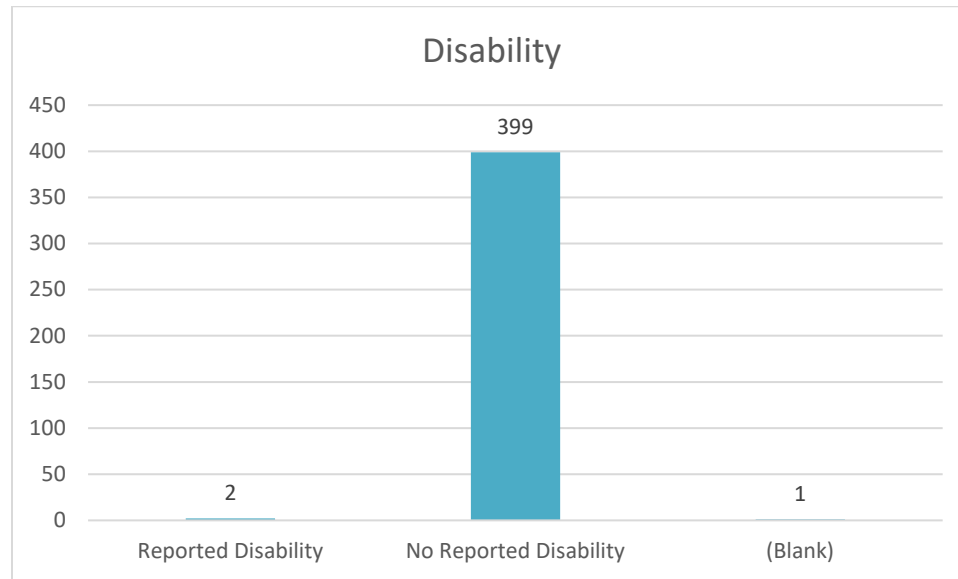
Veteran Status



Staffing by Race/Ethnicity



Disability Demographics



Appendix F – [Succession Plan](#)

Appendix G - Complaint options

Formal/Informal

Any individual who believes that they have been subject to or witnessed discrimination in employment-related decisions shall file a complaint with any manager, the association, or the Human Resources Office as soon as possible. An individual who believes they have been subject to discrimination has 365 days from the incident to file a complaint. Individuals also have the right to file grievances or complaints of discrimination concurrently with The OCC and GO, the Bureau of Labor and Industries, the Equal Employment Opportunity Commission, or in accordance with the collective bargaining agreement.

A supervisor or manager receiving a complaint should promptly notify Human Resources. Human Resources will immediately notify the Agency Deputy Director.

Contact information

Human Resources

Audra Anderson, HR Director
503-569-7126; audra.anderson@dpsst.oregon.gov

Affirmative Action Officer

Tiffany Ball, HR Business Partner
503-689-4159; tiffany.ball@dpsst.oregon.gov

Office of Cultural Change

Juliet Valdez, Affirmative Action Manager
Department of Administrative Services
105cottage Street NE, Salem, OR 97301
971-374-3859; juliet.o.valdez@das.oregon.gov

**Oregon Bureau of Labor and Industries - Civil Rights Division
State Office Building**

Address: 800 NE Oregon Street, Suite 1045, Portland, OR 97232

Phone Number: 971.245.3844; Fax: 503.731.4069

The Oregon Bureau of Labor and Industries - Civil Rights Division is the Oregon state equivalent of the federal EEOC. As a designated Fair Employment Practices Agency (FEPA), the Oregon Bureau of Labor and Industries - Civil Rights Division may coordinate operations with the EEOC under a work-share agreement. Furthermore, the Oregon Bureau of Labor and Industries - Civil Rights Division investigates state claims that are not covered by federal law or exceed the basic protections of federal law. Individuals filing a charge of discrimination with the EEOC should also file a copy of the charge with the Oregon Bureau of Labor and Industries - Civil Rights Division.

Eugene

1400 Executive Parkway, Suite 200
Eugene, OR 97401
Phone Number: 541.686.7623

Portland

800 NE Oregon Street, Suite 1045
Portland, OR 97232
Phone Number: 971.673.0761

Salem

3865 Wolverine Street NE; E-1
Salem, OR 97305
Phone Number: 503.378.3292

U.S. Equal Employment Opportunity Commission

Seattle Field office EEOC Office
Federal Office Building
909 First Avenue, Suite 400
Seattle, WA 98104
Phone Number: 206.220.6883

The EEOC does not maintain an office in Oregon. The Seattle Field Office is open Monday – Friday from 8:00 a.m. – 4:30 p.m.

File a Charge of Discrimination: <http://www.eeocomplaint.com/>

Complaint information (intake, processing, timeframe, procedure)

Process intake of complaints or concerns:

A complaint may be made orally or in writing.

A complaint must be filed within one year of the occurrence.

Other Reporting Options

Nothing in this policy prevents any person from filing a formal grievance in accordance with the Collective Bargaining Agreement or a formal complaint with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC). However, some collective bargaining agreements require an employee to choose between the complaint procedure outlined in the CBA and filing a BOLI or EEOC complaint.

Mandatory reporters – when a complaint is initiated with a manager or an association member, the manager or association member are required to report to Human Resources for investigation.

Investigating and resolving employee complaints:

- The Human Resources Director will conduct or delegate the proceedings of an investigation.
- All complaints will be taken seriously, and an investigation will be initiated within an appropriate timeframe.
- The Human Resources Director may need to take steps to ensure employees are protected from further discrimination or harassment.
- Complaints will be fully dealt with in a discreet and confidential manner.
- All parties are expected to cooperate with the investigation and keep information regarding the investigation confidential.
- The Human Resources Director will notify the accused and all witnesses that retaliating against a person for making a report of discrimination, workplace harassment or sexual harassment will not be tolerated.
- The Human Resources Director will notify the complainant and the accused when the investigation is concluded.
- Immediate and appropriate action will be taken if a complaint is substantiated.
- The Human Resources Director will inform the complainant if any part of a complaint is substantiated, and that action has been taken. The complainant will not be given the specifics of the action.
- The complainant and the accused will be notified by the Human Resources Director if a complaint is not substantiated.

How do employees access the complaint process?

Employees access the complaint process by utilizing the DAS Discrimination and Harassment Free Workplace policy or by reaching out to the Human Resources Office