



DLCD

Oregon Department of Land Conservation
and Development

Affirmative Action Plan

2021-2023 Biennium



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Department of Land Conservation and Development

A. Mission and Objectives

The mission of the Department of Land Conservation and Development (DLCD) is to help communities and citizens plan for, protect, and improve the built and natural systems that provide a high-quality life. In partnership with citizens and local governments, we foster sustainable and vibrant communities and protect our natural resource legacy.

For most people, that high quality of life is some combination of bountiful natural resources, livable communities, affordable housing, a robust economy, clean air and water, and efficient, low-cost public services.

Our purpose is to manage the statewide planning program and guide land use policy to:

- Foster livable, sustainable development in urban and rural communities
- Protect farm and forest lands and other natural resources
- Conserve coastal and ocean resources
- Improve the well-being and prosperity of citizens, businesses, and communities throughout Oregon

Our philosophy is a commitment to land stewardship and public service, achieved through our guiding principles:

- Provide a healthy environment;
- Sustain a prosperous economy;
- Ensure a desirable quality of life, and
- Provide fairness and quality to all Oregonians.

Our position as the nationally recognized leader in the arena of land conservation and development is established by:

- A dedication to resource protection and growth management
- An aspiration for innovative, sustainable urban development
- Our contribution to the state's economic competitiveness
- A pledge to always work to earn the public's trust

Oregon's statewide land-use planning program — originated in 1973 under Senate Bill 100 — provides protection of farm and forest lands, conservation of natural resources, orderly and efficient development, coordination among local governments, and citizen involvement.

The program affords all Oregonians predictability and sustainability to the development process by allocating land for industrial, commercial, housing development, transportation, and agriculture.

Department of Land Conservation and Development administers the program. A seven-member volunteer citizen board known as Land Conservation and Development Commission (LCDC) guides DLCD.

Under the program, cities and counties have adopted comprehensive plans that meet mandatory state standards. The standards are 19 Statewide Planning Goals dealing with land use, development, housing, transportation, and natural resources conservation. Periodic review of plans, and technical assistance in the form of grants to local jurisdictions, are crucial elements of the program.

Department of Land Conservation and Development is organized in the following manner:

Director's Office:

The Director's Office is comprised of the senior management of the department, including the Director, Deputy Director, their support staff, Policy Analysts, Communications Manager, Legislative Coordinator, the Information Resources team, and the Human Resources Manager. The Human Resources Manager

is responsible for administering the department's Affirmative Action program. In addition to the Director's office, DLCD is organized into four divisions:

Community Services Division:

Community Services Division comprises regional representatives who help local governments implement the statewide land use-planning program by providing technical and educational assistance to local government planners and officials, the general public, and interest groups. This division includes planning specialists dealing with urban and rural development, farm and forest land protection, economic development, and natural resource management. The division also provides financial assistance to urban and rural communities.

Planning Services Division:

Planning Services Division provides program support and technical assistance to local governments and includes policy and subject matter expertise to DLCD's regional representatives serving local governments and citizens. The division consists of specialists dealing with transportation, natural hazards planning, and floodplain management. It also includes staff for the Transportation and Growth Management Program.

Ocean and Coastal Services Division:

Ocean and Coastal Services Division works with coastal cities, counties, and state and federal agencies to administer Oregon's federally-approved Coastal Management Program, emphasizing conservation of estuaries, shorelands, beaches and dunes, and ocean resources. The division provides financial and planning assistance to local governments, implements coastal hazards and assessment programs, supports Oregon Ocean Policy Advisory Council, and maintains an online Oregon Coastal Atlas. The division also works with local governments to ensure that federal permits and projects are consistent with standards in the coastal city and county land-use plans or ordinances and state laws and programs.

Administrative Services Division:

Administrative Services Division provides services in the following areas: budget, accounting, purchasing, safety/risk, space and facility management, and inventory and property control. The manager administers the department's Landowner Notification program and oversees payroll via shared services arrangement with the Department of Agriculture.

B. Agency Director

Jim Rue, Director
503-934-0002

C. Governor's Policy Advisor

Amira Streeeter, Natural Resource Policy Advisor
503-373-1680

D. Affirmative Action Representative

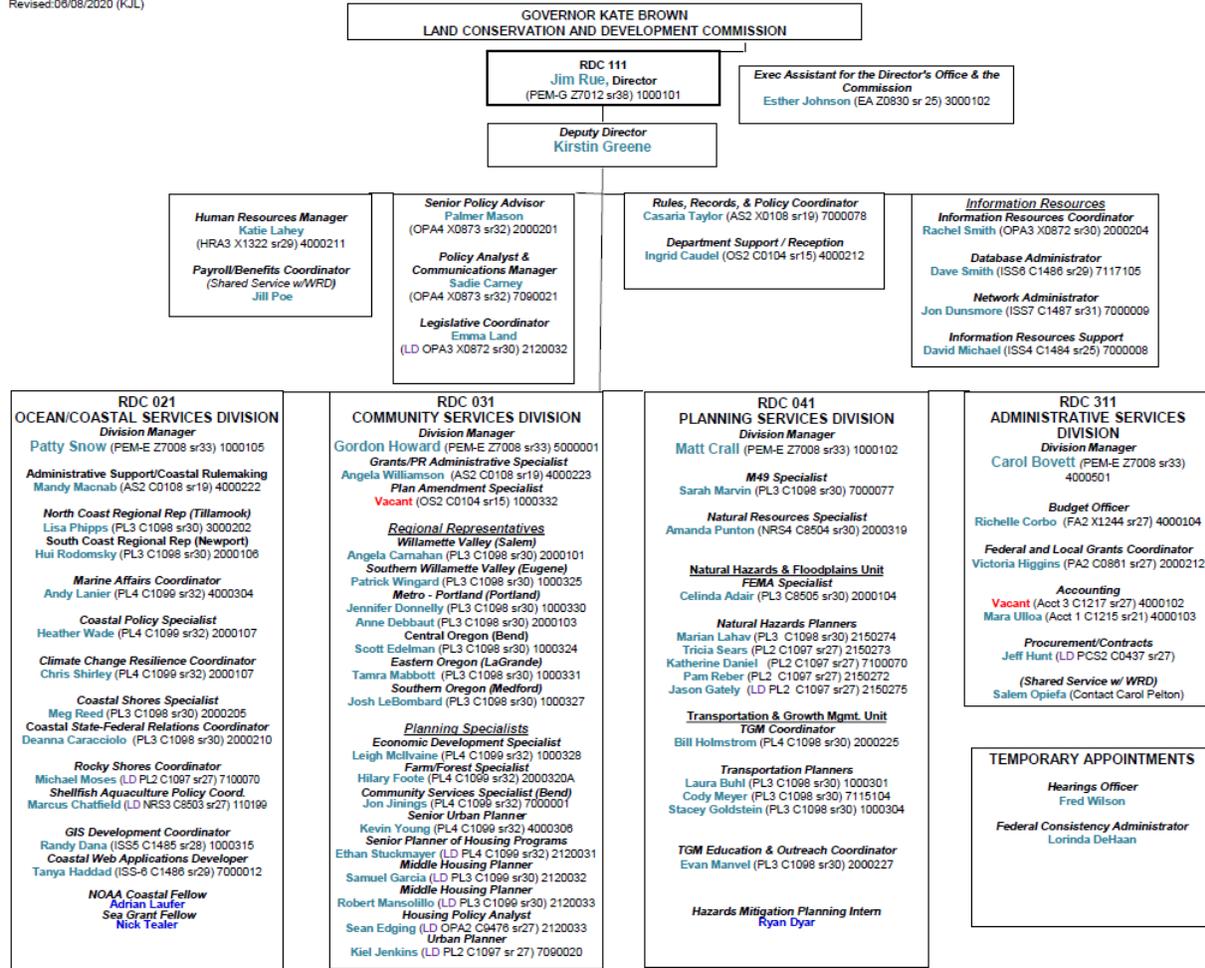
Katie Lahey, Human Resources Manager
971-718-6489

E. Information for designated FTE with diversity/inclusion/access or equity in their working title

DLCD does not have a position with this working title. DLCD's Human Resources Manager has this responsibility as part of their job duties.

F. Organizational Chart

Revised:08/08/2020 (KJL)



Affirmative Action Plan

A. DLCD Affirmative Action Policy Statement

The purpose of DLCD’s Affirmative Action Plan is to establish the department’s policies of nondiscrimination and equal employment opportunity.

DLCD commits to establishing and maintaining a diverse workforce reflective of the diverse population within Oregon. DLCD has 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. We believe in all persons’ equal rights to work and advance based on merit, ability, and potential.

We support the initiatives of DLCD’s staff Diversity, Equity, and Inclusion committee and work within our program areas of planning, community services, ocean and coastal management, and administrative services to:

1. Identify data sources that could be used to measure equity.

2. Work with community-serving organizations, including local governments, to develop strategies to reduce substantial disparities.
3. Update our grant criteria with a requirement for equity analysis for submission.
4. Develop dashboard information to measure outcomes and evolve strategies over time.

We operationalize these definitions in the Governor's 2020 Framework document:

Diversity is the appreciation and prioritization of different backgrounds, identities, and experiences collectively and as individuals. Diversity emphasizes the need for representation of communities that are systematically underrepresented and under-resourced.

Equity acknowledges that not all people, or all communities, are starting from the same place due to historical and current oppression systems. Equity is the effort to provide different support levels based on an individual's or group's needs to achieve fairness. Equity actionably empowers communities most impacted by systemic oppression and requires redistributing resources, power, and opportunity to those communities.

Inclusion is a state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

Our outreach and policy strategies center historically marginalized community members by ensuring the lived experience of being a Black, Indigenous, or Person of Color, having Limited English Proficiency, people living with disabilities, and homelessness' is represented in policy-making discussions. We honor our Government to Government relation status and obligations with members of Oregon Tribal Nations.

We provide an environment for each applicant and employee free from sexual harassment and harassment and intimidation based on race, color, religion, gender, sexual orientation, national origin, marital status, age, or disability. Discrimination or harassment—in any form— not be tolerated in this department. Managers and employees actively work to create and promote a work environment free of discriminatory behavior.

- DLCD's commitment toward affirmative action and diversity in the workplace is realized through various programs and measures.
- DLCD is an equal opportunity employer committed to a pro-active role in the recruitment and selection process. DLCD uses diverse recruitment strategies to identify and attract candidates and establish interview panels representing protected-class groups.
- DLCD is committed to providing broad and culturally enriched training, career growth, and developmental opportunities to all employees on an equal basis, enabling them to advance further and promote their knowledge, skills, abilities.

DLCD does not discriminate or tolerate discrimination against any applicant or employee because of physical or mental disability regarding any position for which the known applicant for employment is qualified. DLCD takes affirmative action to employ, advance in a career, 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, employee facilities, performance evaluation, recruitment, social/recreational programs, and training. Employees needing assistance in the workplace have the opportunity to participate in an interactive process with their manager to identify accommodations that enable them to perform their job correctly and safely. DLCD also administers these practices without regard to race, color, religion, gender, sexual orientation, national origin, age, or disability.

DLCD does not discriminate or tolerate discrimination against any employee because they are a member of, apply to be a member of, perform, perform, perform, perform, or have an obligation to perform service in a uniformed service.

Each employee takes responsibility to ensure the workplace is welcoming and harassment-free. Each senior manager shall maintain a copy of the department's Affirmative Action Plan to read and review and make available to staff. A copy of the policy is given to all employees upon hiring, and employees are encouraged to access the Plan and Policy Statement located on the department's internal computer network. DLCD's Affirmative Action Policy Statement is posted on each floor's employee bulletin board in the Salem office and each field office.

Managers are directly responsible and accountable for meeting affirmative action goals and supporting and complying with equal employment opportunity programs and concepts. Managers are held accountable for substantiated reports of harassment and discrimination.

Anyone subject to or aware of what they believe to be discrimination, workplace harassment, or sexual harassment should report that behavior to the immediate supervisor, another manager, Director, or Human Resources Manager. They provide employees with information regarding the procedures to follow. Complaint procedures are outlined in DAS Statewide Policy 50.010.01 Discrimination and Harassment-Free Workplace. All complaints are taken seriously, and an investigation is initiated as quickly as possible. All applicants and employees are protected from coercion, intimidation, interference, or discrimination to file complaints or assist in an investigation under this policy.

Working together, the employees of DLCD create an atmosphere of respect, fairness, and cooperation that demonstrate our commitment to these principles, which represents the highest aspirations of our multi-cultural society.

B. DLCD Diversity & Inclusion Statement

In our workplace, people respect, embrace, and value our coworkers' unique contributions and diverse perspectives, knowledge, experiences, and those seeking to join the organization. We recognize diversity includes age, culture, disability, ethnicity, gender, national origin, race, color, religion, sexual orientation, diversity of thought, ideas, life experiences, and more. We strive to build an inclusive and performance-oriented workplace as we recognize it maximizes our true potential for creativity, innovation, and outstanding service. All individuals are welcomed and appreciated, leading to increasingly higher levels of fulfillment and success.

DLCD recognizes the many aspects of diversity in our interactions with the people and organizations of Oregon. Our differences lead to a better understanding of our work, the people we work with, and our impact. Our commitment to diversity in Oregon's government enhances our dedication to public service. We are dedicated to upholding the rule of law for all our state's people through our Divisions' different missions.

The Diversity Policy and the Diversity & Inclusion Statement is available to all employees on the internal webpage known as DLCD Inside. DLCD Inside is open to all employees and is the internet homepage set for all DLCD employees. The agency publishes the Affirmative Action Plan on both the internal and external DLCD websites.

In addition to posting the Diversity Policy and the Diversity & Inclusion Statement online, the contact information and process to follow when employees believe they have experienced discrimination are listed on the internal webpage. All DLCD employees, with a higher emphasis on responsibility placed on management employees, are responsible for the implementation of the Diversity Policy and Diversity & Inclusion in the workplace. Managers ensure that they are aware of the Diversity Policy and the Diversity & Inclusion Statement and follow the policy and statement guidelines in their work, especially during the hiring process.

C. Employment

Hiring

We evaluate all open position job descriptions to ensure accurate detailing of the position, job duties, and competencies and required minimum qualifications. Job openings are sent electronically to all employees. Advancement is encouraged for all employees, and management makes an effort to hire internally when possible. Diversity and retention are critical aspects of this effort.

The Human Resources Manager works with management to discuss our current placement goals outlined by our Affirmative Action Plan, discuss our everyday demographic makeup, and the current availability in the labor market based on census information to strategize on increasing outreach. We closely monitor the diversity of our applicant pool. If we find that it is lacking, we increase outreach efforts to protected classes.

Our recruitment and hiring process utilizes a multi-step process. Steps include advertising our open positions to attract a diverse candidate pool, including:

- Professional Organizations
- Publications
- Associations representing diversity groups
- Social Media
- Job Fairs
- Utilizing our professional networks

Promotion

DLCD encourages transfers and promotions to further employee growth and development. Whenever a regular vacancy occurs, including promotion and transfer opportunities, the Human Resources Manager notifies all staff members by the most effective means. We post every opportunity through Workday, the Human Resources applicant tracking system for internal and external recruitment.

Retention

DLCD supports activities that develop a work environment that is attractive to a diverse pool of applicants, retains employees, and accepts and respects employees' differences. In many ways, we keep a welcoming environment by sharing email activity notices from the Governor's Affirmative Action Office, posting posters and flyers in the office common area, encouraging employees to share their thoughts and ideas, and responding to issues quickly and efficiently, etc. Respectful workplace behaviors are expected and enforced. Expectations are presented using formal training, written policies and procedures, and one-on-one counseling. DLCD also utilizes employee retention ideas that include offering flexible schedules, having open-door policies, listening respectfully, and responding quickly to problems.

Succession Plan

DLCD is creating a succession plan; however, the department takes every opportunity to provide internal developmental opportunities for staff, such as job rotations or work-out-of-class assignments. These opportunities allow employees to acquire new skills or use their existing skills in a different setting. The Human Resources Manager works with senior management to further develop and formalize a comprehensive, systematic, and successful program. We are monitoring current employees and determining candidate eligibility for promotion opportunities. In addition to on-going informal performance feedback, managers also provide employees with an annual formal performance evaluation. Training needs are reviewed. Employees are encouraged to look for educational or continuing education opportunities. DLCD also looks for opportunities to provide cultural diversity and preventive training.

D. Training, Education, and Development Plan (TEDP)

Employees

DLCD requires that all staff participate in at least one training activity per biennium focused on diversity, inclusion, cultural competency, or related topic area.

Due to the small size of the department and limited budget, training opportunities are somewhat limited. The department has adopted a policy to support conformance to the Department of Administrative Services Policy 50.045.01 (Employee Development and Implementation of Oregon Benchmarks for Workforce Development) and strives to meet the Oregon benchmarks related to employee training. DLCD provides initial training to all employees upon hire. This training includes reviewing department policies related to affirmative action, harassment, discrimination, and maintaining a professional workplace. This training also includes instructions on complaint procedures and the practical application of workplace policies.

All employees have access to iLearn Oregon, the state's online learning management system. Employees can explore a large variety of training topics and register for training through this system. Topics include Public Management Association, Statewide Diversity Conference, DOJ Continuing Legal Education, and Management Development Series training. These learning opportunities included diversity topics such as Social Networking Legal and Policy Workshops, FMLA/OFLA Law Changes, Preparing for Diversity in Human Resource Leadership in the 21st Century, Generational Issues in the Workplace, and Welcoming Home Veterans.

Depending upon available resources, DLCD funds tuition and registration fees for conferences, workshops, and other special training events that address issues specifically related to workforce diversity. Such training offers the opportunity to establish professional relationships to enhance recruitment efforts and its employees' development. Managers are encouraged to provide informal training to staff through coaching, mentoring, and leadership. Training offered by other state agencies is shared with employees. The department also looks for opportunities to partner with other state agencies to provide training and share costs.

Volunteers

DLCD does not have any volunteers.

Contractors and Vendors

DLCD does not currently provide Affirmative Action training to vendors; however, contracts include standard Federal and State statutes and Affirmative Action and Discrimination policies.

E. Leadership Development/Training Program(s)

EEO Data of Trainees as of June 30, 2020

EEO Category	Total Employees	Men	Women	Person of Color
Principal Executive/Manager E	4	2	1	0%
Principal Executive/Manager F	1	0	1	0%
Principal Executive/Manager G	1	1	0	0%
Totals	6	3	2	0%

Attending Diversity Training, classroom or Conferences

DLCD requires that all managers participate in at least one training activity per biennium focused on diversity, inclusion, cultural competency, or related topic area. In addition to leading by example, in attending the training activities, the managers actively encourage their employees to participate in these training and events.

Maintaining a Harassment-Free and Professional Workplace

DLCD continues to offer Maintaining a Harassment-Free and Professional Workplace training to managers. In this training, managers learn the definition of harassment, discrimination, and professional workplace behavior, understand what conversations and actions need to be avoided in the workplace,

and become aware of and reference the statewide policies on harassment, discrimination, and professional workplace behavior.

F. Programs

Internship, Mentorship, and Outreach Programs

Currently, DLCD has two fellows working in the agency. The department works with local colleges and universities to recruit fellows. Fellows are assigned projects that coordinate with their area of study. The purpose of DLCD's informal intern program is to build a pipeline of diverse talent. The department has focused efforts to reach students of color and women to increase our applicant pools in these areas for future job openings.

DLCD works with universities to promote internship opportunities with affinity groups to encourage students to apply. DLCD has many goals to enhance recruitment efforts in the upcoming biennium both for our employees and interns. Managers mentor and coach the interns to ensure valuable work experience.

Community Engagement "Student Planning Day"

Although DLCD does not have a formalized outreach program, we remain proactive in providing opportunities to students. We work collaboratively with various local colleges to provide students with hands-on work experience in land use planning. Also, DLCD conducts an annual "Student Planning Day" to engage students from the local universities. Agency managers and staff present DLCD's mission and goals and discuss current planning issues and projects.

The department does not have the funds for job fairs; however, all job posting is available on the DLCD website, state of Oregon website, professional planning organization website, and distributed through the Governor's Affirmative Action Office.

Information on community ethnic, cultural, and social events is distributed to employees. Because of the agency mission and the work we do, the agency has a strong partnership with Oregon tribes and participates in government-to-government meetings.

Diversity Awareness Programs

DLCD encourages diversity in several ways. Diversity supported initiatives include, but are not limited to:

- Culturally competent managers to coach and mentor employees to maintain a friendly work atmosphere that values diversity.
- All employees are given an understanding of their roles in creating a welcoming work environment.
- Applicants and new hires are treated fairly and respectfully.
- New employees are trained in the department's policies during orientation.
- Career advancement and job opportunities are equally available to all employees.
- Communication and leadership training is provided to all managers for the proper supervision of employees.
- Managers ensure that a safe and positive work environment is created to monitor language and behavior.
- Managers appropriately deal with behaviors that contribute to creating an unwelcoming environment.
- Open communication between all levels of employees and management is encouraged.

H. Executive Order 17-11 Updates

1. Respectful Leadership Training (Diversity, Equity & Inclusion)

DLCD requires managers to complete the Maintaining a Harassment-Free and Professional Workplace training. In this training, managers learn the definition of harassment, discrimination,

and professional workplace behavior, understand what conversations and actions need to be avoided in the workplace, and become aware of and reference the statewide policies on harassment, discrimination, and professional workplace behavior.

2. Statewide Exit Interview Survey

The Exit Interview Survey is offered to all separating employees, and results are reviewed regularly. We use any feedback gained from the survey to enhance our opportunities for diversity and inclusion.

3. Performance Evaluations of all Management Personnel

DLCD remains committed to compliance with the Governor's executive orders requiring the inclusion of diversity and affirmative action requirements in position descriptions and performance evaluations.

DLCD executive and management service employees receive performance evaluations and are rated on these Affirmative Action/Diversity objectives:

- Taking a proactive role in achieving diversity, equity, and inclusion objectives
- Fostering and promoting a diverse workforce, discrimination/harassment-free workplace, and supportive work environment.
- DLCD is currently reviewing and strengthening the diversity and affirmative action responsibilities listed in executive and management service position descriptions and performance evaluations.

I. Status of Contracts to Minority Businesses

DLCD posts all competitive contracts on the state's Business Oregon's Certification Office of Business Inclusion and Diversity (COBID) system to ensure that the responders' pool is as varied as possible. Women and minority-owned businesses are selected when available and appropriate.

For the 2021-2023 Affirmative Action Plans, the Governor's Diversity, Equity, and Inclusion Office have indicated it has other means to capture spending contract and procurement data for minority-owned COBID firms. Therefore, the requirement to include any information on contracts or procurements in this report has been removed.

III. Roles for Implementation of the Affirmative Action Plan

Responsibilities and Accountabilities

Director

The Director and Deputy Director have overall responsibility for compliance with policy and achievement of the Affirmative Action goals to which the Department of Land Conservation and Development is committed. They provide leadership to managers, monitor progress toward meeting the Affirmative Action Plan's goals and objectives and ensure compliance with applicable federal and state laws, rules, regulations, and executive orders. In evaluating agency managers' performance, the Director and deputy director shall ensure that their work performance reviews include an assessment of their affirmative action efforts and accomplishments.

The Director's Office is committed to ensuring the agency plan, targets, and goals are followed, implemented, and achieved.

Managers/Supervisors

Department managers and supervisors have responsibility for the following:

- Foster and promote to employees the importance of a diverse workforce free of discrimination, harassment, and hostility to staff;
- Apply the precepts of affirmative action in their day-to-day work and their relations with fellow employees, job applicants, and the general public;
- Attend equal opportunity, affirmative action, and diversity-related training in order to be informed of current Affirmative Action laws and issues and develop knowledge and skill for working with a diverse workforce;
- Report barriers to affirmative action and harassment incidents in compliance with DLCD's complaint procedures to the Affirmative Action Representative.

Affirmative Action Representative:

The Human Resources Manager is assigned the duties of the Affirmative Action Officer. They are responsible for:

- Assuring that agency recruitments comply with AA and EEO goals and free from artificial barriers to employment and advancement of minority, women, disabled, and older applicants;
- Disseminating affirmative action information through orientation, training, and management consultation;
- Ensuring new employees receive an orientation on the agency's Affirmative Action goals and responsibilities to understand their responsibility for promoting diversity and a harassment-free environment.
- Developing the department's Affirmative Action Plan with direction from the Director and input from senior managers. Have electronic copies of the department's Affirmative Action Policy Statement and Plan available for review by all managers and employees.
- Coordinating activities to implement the Affirmative Action Plan and monitor progress toward the goals;
- Contacting recruiting sources such as minority websites and media and community agencies to recruit people of color, people with disabilities, and women.
- Developing and communicating agency-wide policies and procedures related to AA/EEO;
- Encouraging managers to provide career development opportunities through job rotation and developmental assignments;
- Informing all employees of department recruiting announcements and assure employees know about career development opportunities and how to meet qualifications for promotional or career opportunities through experience and education;
- Training managers on the non-discriminatory selection and hiring procedures; ensure interview panels represent a diverse workforce;
- Conducting training for staff on AA/EEO issues, workplace harassment, and cultural competence; and
- Receiving and investigate discrimination complaints by the DLCD's complaint procedures and make recommendations to the Director or Deputy Director for appropriate action;
- Conducting exit interviews. Conduct an investigation and take appropriate action if it appears discrimination or harassment was a factor in employee separation.

IV. July 1, 2018 – June 30, 2020 (Statistics are as of 6/30/20)

A. Accomplishments

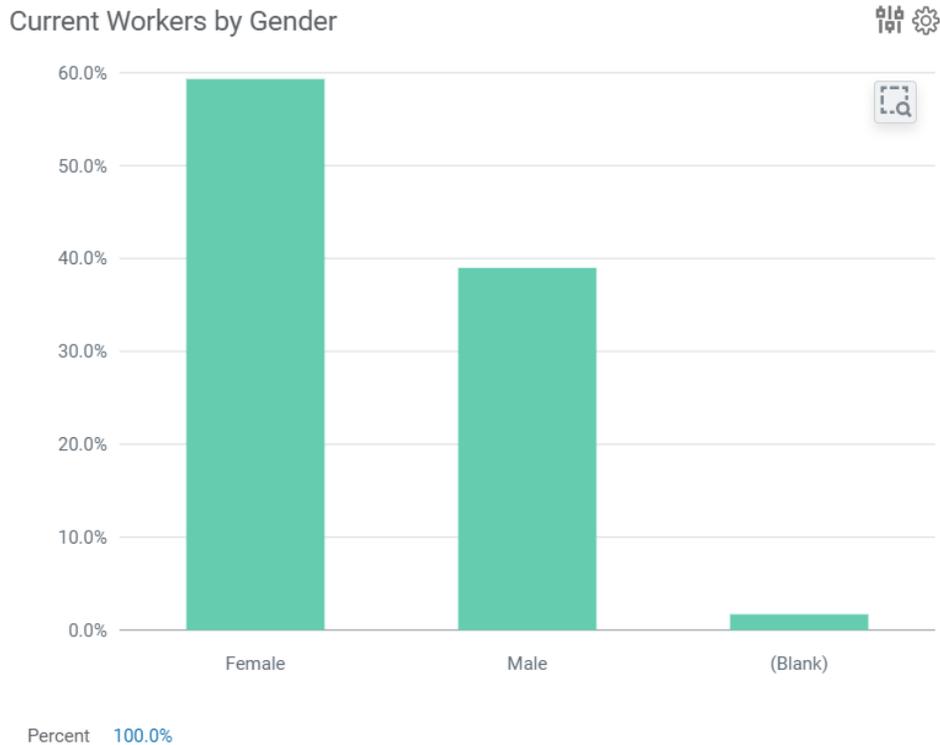
DLCD has made progress in recognizing that diversity goes beyond gender, racial or ethnic differences. Diversity allows for different viewpoints and perceptions, different ways of thinking and processing information, other interaction methods, and different approaches to problem-solving.

During recent recruitments, DLCD has made an additional effort into our recruitment pools but has difficulty finding a diverse applicant pool for its highly specialized (professional) positions. We are actively working to build our networks and incorporate additional methods to address this.

Due to the specialization needed for many DLCD positions, the department makes a strong effort to retain all employees. The department works to eliminate employee issues through coaching and mentoring, fostering all employees' better retention.

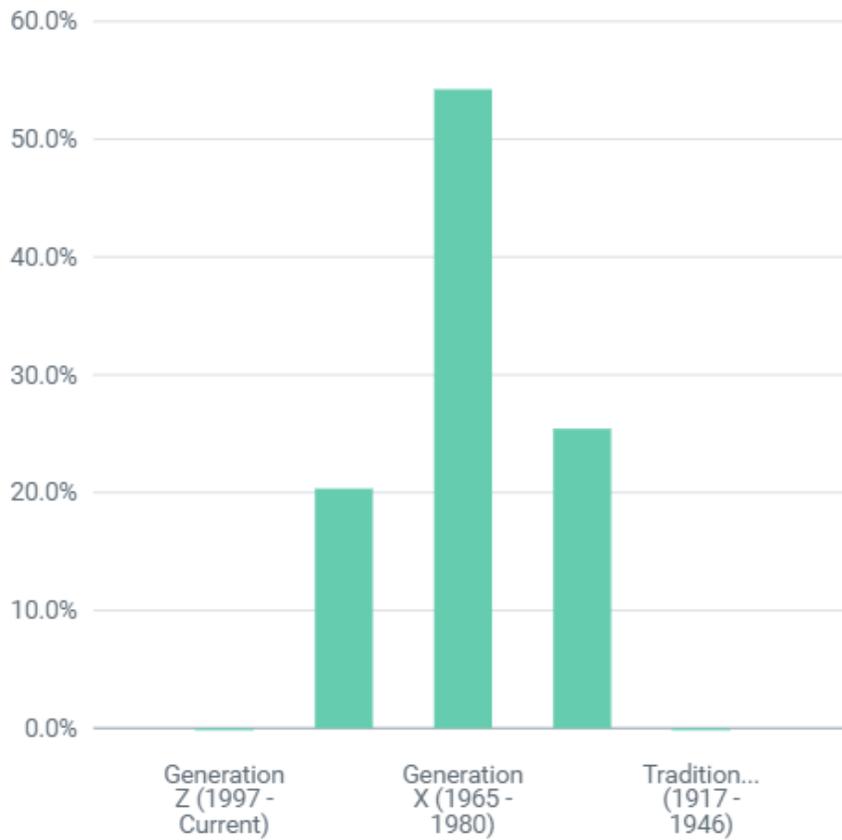
We have made some encouraging progress in upper management people of color, women professionals, and disabled administrative support from the last biennium to the current biennium.

DLCD employee demographic data as of 6/30/2020:



Gender (Binary Options)	Total	
	Percent	Number
Female	59.3%	35
Male	39.0%	23
(Blank)	1.7%	1
Total	100.0%	59

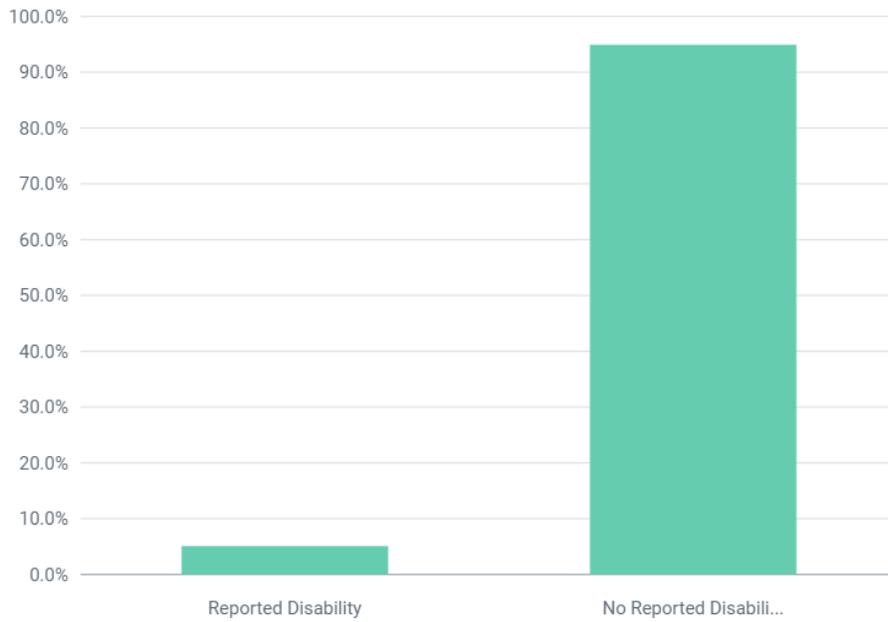
Current Workers by Generation



Percent 100.0%

Generation	Total	
	Percent	Number
Generation Z (1997 - Current)	0.0%	0
Millennials (1981 - 1996)	20.3%	12
Generation X (1965 - 1980)	54.2%	32
Baby Boomers (1947 - 1964)	25.4%	15
Traditionalists (1917 - 1946)	0.0%	0
Total	100.0%	59

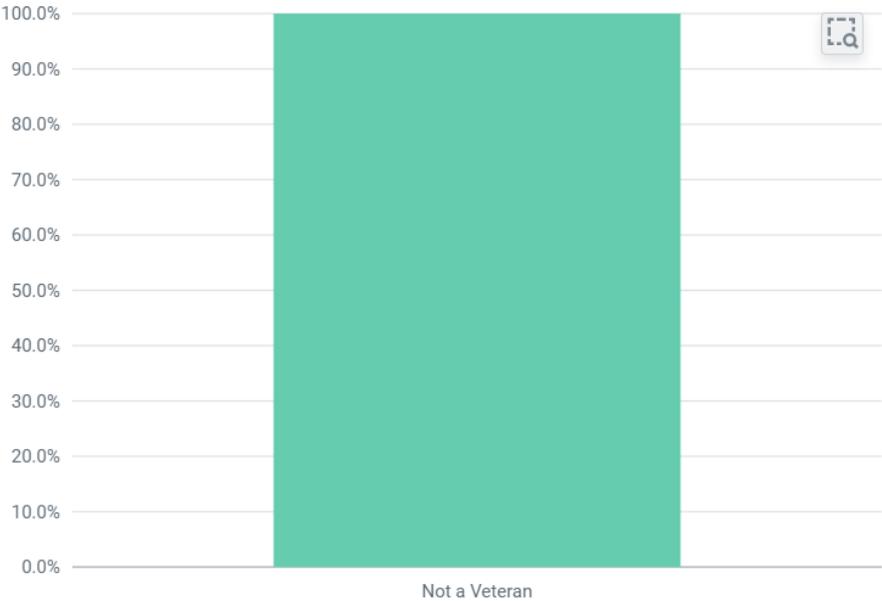
Current Workers by Disability Status



Percent 100.0%

Disability Reporting	Total	
	Percent	Number
Reported Disability	5.1%	3
No Reported Disability	94.9%	56
Total	100.0%	59

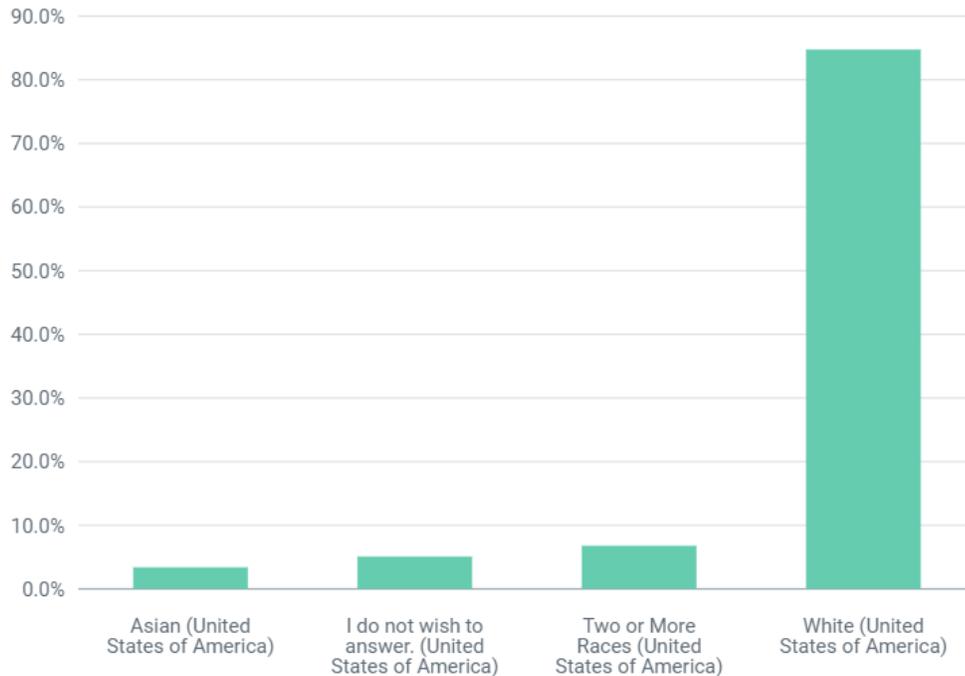
Current Workers by Veteran Status



Percent 100.0%

Veteran Status	Total	
	Percent	Number
Not a Veteran	100.0%	59
Total	100.0%	59

Current Workers by Race/Ethnicity



Percent 100.0%

Race/Ethnicity	Total	
	Percent	Number
Asian (United States of America)	3.4%	2
I do not wish to answer. (United States of America)	5.1%	3
Two or More Races (United States of America)	6.8%	4
White (United States of America)	84.7%	50
Total	100.0%	59

V. July 1, 2021 – June 30, 2023

A. Goals for DLCD's Affirmative Action Plan

DLCD continues to monitor its progress regularly through Affirmative Action statistical reports. The agency looks for innovative methods of recruitment to achieve a diverse applicant pool.

The department is committed to fulfilling its affirmative action requirements. It aggressively recruits from protected class applicants to increase disabled and people of color in management and professional classes for all position openings.

Department of Land Conservation and Development is committed to a broad representation of Oregon's diverse communities in our workforce. The department stays aggressive and creative to improve the model in job groups in which people of color and people with disabilities are underutilized. The department also needs to keep focused on retaining the gains made in recent years to achieve a diverse workforce.

B. Strategies and Timelines for Achieving Goals

The agency continues to monitor its progress regularly through Affirmative Action statistical reports. The agency looks for innovative methods of recruitment to achieve a diverse applicant pool.

For the 2021-2023 biennium, the Department of Land Conservation and Development is pursuing the following strategies:

1. Continue to support the newly founded Diversity, Equity, and Inclusion Committee to integrate best practices for diversity, equity, and inclusion into agency policies and programs.
2. Continue to require that all staff participate in at least one training activity per biennium focused on diversity, inclusion, cultural competency, or related topic area.
3. Continue to sponsor and participate in the State of Oregon Diversity Conference
4. Sponsor or participate in the 2022 Northwest Public Employees Diversity Conference
5. Bring in a training program from Resolutions Northwest or a similar consultant to an All Staff Meeting (held quarterly)

In accomplishing these strategies, DLCD aims to:

Support and Sponsor the DEI Committee:

With the Management Team's support, the DEI Committee creates an annual work plan that addresses the below objectives;

1. Develop recommendations for training, policies, and practices that foster a more diverse, equitable, and inclusive culture for employees, the public, and the local governments we serve.
2. Regularly review our agency tools, policies, and practices to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment, retention, and promotion of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.
3. Develop a scope of work that identifies priorities for defining and removing bias from and expanding access to land use planning in Oregon that: 1) includes a set of equity priorities for Oregon's land use planning system; 2) identifies opportunities to highlight discrimination, bias, and inequities in the history of and current application of Oregon's land-use system; 3) engages local communities; and 4) supports the promotion of diversity, equity, and inclusion across Oregon.

Build Relationships: We strive to increase applicant pools by working with advocates for under-represented groups. Strategies include individual requests for referrals of potential applicants for vacancies through targeted correspondence and personal contact. Managers are expected to help build a network to recruit a diverse applicant pool as vacancies occur.

Create a Welcoming Work Environment – Engage in activities to actively promote an environment that accepts diversity by disseminating equal employment and affirmative action policies and progress reports and training and celebration of events necessary to specific cultures and groups. Managers help in fostering a welcoming environment and practicing Equal Opportunity employment when hiring and promoting.

Improve Recruitment Sources – DLCD needs to position itself better to attract a more diverse applicant pool. We continue to seek creative methods for dealing with today’s applicants and the challenges in attracting suitable candidates for State positions. We have already begun this work by securing membership in the Partners in Diversity program and have become a sponsor to the State of Oregon Diversity Conference. Also, DLCD is researching other potential recruitment and networking sources, such as LinkedIn.



Prepare Employees for Advancement – Prepare employees for advancement through training and career development opportunities. The next biennium’s possible actions could be offering job rotation and developmental opportunities and encouraging employees to take supervisory and skills enhancement training. Employees who participate in job rotation have their permanent position secured if reassignment is not possible. All efforts are made to help employees advance at the pace they desire. Managers provide continual training and development on an individual basis for all employees, including protected class employees, to meet the statewide benchmark of 20 training hours for each employee.

Increase Awareness – Increase awareness of the Governor’s and the department’s commitment to equal employment opportunity, affirmative action, and workforce diversity by bringing information to all employees’ attention and inviting participation in activities that carry out the strategies. The Affirmative Action Plan has been placed in a public location, and all employees are encouraged to review it. The managers have reviewed their responsibilities and goals. Employees acknowledge their responsibilities for discrimination and harassment-free workplace by reading the department’s policies and signing an Acknowledgement Form.

Performance Measures to attain affirmative action goals:

- Identify resources for use in recruiting to increase the number of diverse applicants;
- Provide training on hiring a diverse workforce to management and agency interview panel members;
- Conduct one agency-wide event to inform employees of the importance of understanding cultural diversity;
- Continue to review recruitment and hiring processes to identify unnecessary barriers to the creation of a culturally diverse workforce;
- Utilize student and intern programs to create diverse applicant pools for future job opportunities;
- Continue to place diversity and disability accommodation statements on DLCD recruitment documents;
- Conduct specific recruitment outreach activities via email and the Internet; and
- Advertise diversity training and events for all staff to increase understanding and ensure a welcoming environment.

Our long-term goal is to develop an agency that reflects Oregon’s diversity and is competent to carry out our mission by providing leadership and services that support inclusion and culturally competent service delivery for all of the state’s diverse employees and Oregon citizens.

Appendix A - State Policy Documentation

https://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf

- A. ADA and Reasonable Accommodation Policy (*Statewide Policy 50.020.10*)
- B. Discrimination and Harassment-Free Workplace - (*Statewide Policy No. 50.010.01*)
- C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (*Statewide Policy 50.045.01*)
- D. Veterans Preference in Employment (*105-040-0015*)
- E. Equal Opportunity and Affirmative Action Rule (*105-040-0001*)
- F. Executive Order 17-11

Appendix B - Federal Documentation

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

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