

State of Oregon Mental Health Regulatory Agency

3218 Pringle Road SE, Suite 130
Salem, OR 97302



Affirmative Action Plan

July 1, 2027 – June 30, 2029

Mental Health Regulatory Agency
Affirmative Action Plan
2027-29 Biennium

Table of Contents

I.	AGENCY OVERVIEW	1
II.	MISSION AND OBJECTIVES	2
III.	MHRA EMPLOYEES	3
	A. Agency Director/Administrator.....	4
	B. Governor’s Policy Advisor	4
	C. Affirmative Action Representative.....	5
	D. Lead for Certification Office for Business Inclusion and Diversity (COBID) Contracting and Procurement.....	5
IV.	MHRA ORGANIZATIONAL CHART	6
V.	AFFIRMATIVE ACTION PLAN IMPLEMENTATION	6
	A. Roles and Responsibilities	7
	B. Accountability Mechanisms.....	7
	C. Executive Staff.....	8
	D. Management Staff	8
	E. Other Staff.....	9
VI.	CURRENT BIENNIUM AFFIRMATIVE ACTION PROGRESS REPORT	9
	A. Progress Towards Strategies and Goals.....	9
	B. Plan Alignment.....	11
	C. Leadership Evaluation Report.....	12
VII.	NEXT BIENNIUM AFFIRMATIVE ACTION PLAN	12
VIII.	COMPLAINT OPTIONS	14
	A. Informal Complaint Process.....	14
	B. Internal Complaint Process	15
	C. External Complaint Process	15
	D. Other Resources	16

Table of Contents, Cont.

IX.	CONTRACTING	17
X.	APPENDIX.....	18
A.	State Policy Documentation.....	18
B.	Federal Documentation.....	18

I. Agency Overview

The Mental Health Regulatory Agency (MHRA) was created to protect the public from harm by providing administrative and regulatory oversight to two regulated boards that set the standards for and oversee mental health professions in the State. MHRA provides various functions including budgeting, recordkeeping, staffing, contracting, procedure and policymaking, and performance and standard setting functions for the Boards. MHRA is under the supervision and control of one Executive Director who is responsible for the performance of the duties, functions and powers, and organization of the Agency.

MHRA is committed to the principles of affirmative action and equal opportunity, and to creating and sustaining an agency that is:

- Free from harassment and discrimination;
- Empowered by valuing our employees and their talents; and
- Intentionally recruiting, developing, and retaining a diverse workforce.

The Oregon Board of Psychology regulates psychologists and psychologist associates, and beginning January 1, 2027, will also oversee licensed behavioral health and wellness practitioners per Senate Bill 1547 (2026). The Oregon Board of Licensed Professional Counselors and Therapists regulates licensed professional counselors and licensed marriage and family therapists. The Boards maintain their own separate authority for complaint investigations, regulatory enforcement, establishment and collection of fees, licensing criteria (including education, training and examination), and practice standards including the adoption of a code of ethics. The Regulated Boards are funded solely from licensing fees and other miscellaneous revenues such as publication sales and civil penalties.

MHRA is committed to achieving a work force that represents the diversity of Oregon's population and to providing fair and equal employment opportunities, and to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, gender identity, national origin, marital status, age, or disability.

MHRA is committed to maintaining a work environment for each applicant, employee, and member that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, ethnicity, culture, color, religion, gender, sexual orientation, gender identity, national origin, age, marital status, socio-economic status, veteran status, immigration status, or disability. MHRA employment practices are consistent with the State's Affirmative Action Plan Guidelines and with state and federal laws, which preclude discrimination.

MHRA is an equal-opportunity employer and will not discriminate, nor tolerate discrimination, against any applicant, employee or member because of physical or mental disability in regard to any position for which the known candidate is qualified. MHRA is committed to providing broad and culturally enriched training, career growth, and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities, and value of diversity.

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

MHRA remains committed to its policy on Affirmative Action and Equal Opportunity and to a rigorous and active affirmative action program. The Agency will not discriminate or tolerate discrimination against any employee because they are a member of, apply to be a member of, perform, have performed, applied to perform or have an obligation to perform service in a uniformed service (ORS 659A.082). Likewise, this Plan represents the Agency's commitment to equal opportunity and affirmative action in employment and public service consistent with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Executive Order 16-09; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act.

II. Mission and Objectives

Oregon Board of Psychology

The mission of the Oregon Board of Psychology (OBOP) is to promote, preserve, and protect the public health and welfare by ensuring the ethical and legal practice of psychology. OBOP was created for the purpose of determining the qualifications of applicants to practice psychology in Oregon, and issuing and renewing licenses. The Board investigates complaints of professional misconduct made against licensees, and is also charged with safeguarding the people of the State of Oregon from the dangers of unqualified and improper practice of psychology.

Practicing psychology means rendering or offering to render supervision, consultation, evaluation, or therapy services to individuals, groups, or organizations for the purpose of diagnosing or treating behavioral, emotional, or mental disorders. Unless exempted, it is unlawful to practice psychology or represent oneself as a psychologist without first being properly licensed by the Board. To "represent oneself as a psychologist" means to use any terminology, title, or description of services incorporating the words "psychology," "psychological," "psychotherapy," or "psychologist," or to offer or render to individuals or to groups of individuals services included in the practice of psychology.

Licensed behavioral health and wellness practitioners will practice behavioral health promotion, prevention, and brief intervention, which includes early identification of behavioral health concerns; psychoeducation; skills training and skills support; brief,

evidence-based behavioral health interventions and prevention services; risk identification and referral; and collaboration, consultation, and care coordination with other behavioral health providers. Beginning January 1, 2027, it will be unlawful for an unlicensed individual to use the title “licensed behavioral health and wellness practitioner.”

OBOP consists of nine members: six Oregon psychologists and three members from the general public not associated with the profession. All members are appointed by the Governor to three-year terms and confirmed by the Senate. The Board regularly meets every other month, usually at its offices in Salem, with a videoconference option. Decisions are made in open public meetings where guests are encouraged to attend.

Oregon Board of Licensed Professional Counselors and Therapists

The mission of the Oregon Board of Licensed Professional Counselors and Therapists (OBLPCT) is to protect the public by identifying and regulating the practice of qualified mental health counselors and marriage and family therapists. OBLPCT was created for the purpose of licensing and regulating licensed professional counselors (LPCs) and licensed marriage and family therapists (LMFTs). The Board is also charged with safeguarding the people of the State of Oregon from the dangers of unqualified and improper practice of professional counseling and marriage and family therapy.

“Marriage and family therapy” means the assessment, diagnosis, or treatment of mental, emotional, or behavioral disorders involving the application of family systems or other psychotherapeutic principles and methods in the delivery of services to individuals, couples, children, families, groups, or organizations.

“Professional counseling” means the assessment, diagnosis, or treatment of mental, emotional, or behavioral disorders involving the application of mental health counseling or other psychotherapeutic principles and methods in the delivery of services to individuals, couples, children, families, groups, or organizations.

Unless exempted, it is unlawful for a person not licensed by the Board to engage in or purport to the public to be engaged in the practice of professional counseling under the title “licensed professional counselor,” or to engage in or purport to the public to be engaged in the practice of marriage and family therapy under the title of “licensed marriage and family therapist.”

The Board consists of eight members: three professional counselors; two marriage and family therapists; a member of faculty of a school that trains counselors or therapists; and two public members. All members are appointed by the Governor to three-year terms and confirmed by the Senate. The Board regularly meets bimonthly, usually at its offices in Salem. Decisions are made in open public meetings where guests are encouraged to attend.

III. MHRA Employees

The Mental Health Regulatory Agency (MHRA) provides an environment for each applicant and employee 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, gender identity, marital status, national origin, age, familial status, or disability. Every employee plays a part in our diverse workforce and inclusive work environment by being respectful and supportive, and by acting with integrity to one another. Each person's skills, talents, knowledge, experiences, and personalities broaden the range of perspectives in and approaches to conducting the work we do at MHRA.

MHRA can best promote excellence by recruiting, retaining, and accommodating a diverse group of staff in an environment of respect that is supportive of their workplace success. This climate of diversity, inclusion, and excellence is critical to successfully attaining our mission of public protection to Oregonian consumers of mental and behavioral health services.

As an equal-opportunity employer, MHRA is committed to a proactive role in the recruitment and selection process, and to providing broad and culturally enriched training, career growth, and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities and their value of diversity.

MHRA's Affirmative Action Plan, which includes state and federal affirmative action policies referenced in the [Appendix](#), is published to the Agency and Board websites each biennium. It is accessible to all employees and partners to download and review. It is also provided to all new employees upon hire, and to all new Board members upon appointment. All MHRA employees, with a higher emphasis of responsibility placed on management employees, are responsible for the implementation of the Affirmative Action Policy and Diversity & Inclusion in the workplace. Managers are expected to ensure that they are aware of and follow the Affirmative Action Policy as it pertains to their work, especially during the hiring process.

A. Agency Director/Administrator

Todd Younkin, Executive Director
3218 Pringle Road SE, Suite 130
Salem, OR 97302
503-373-1155

B. Governor's Policy Advisor

Amy Baker
Behavioral Health Initiative Director
Office of Governor Tina Kotek
503-378-6727

C. Affirmative Action Representative

Agency Board and Staff Development:

Todd Younkin
Executive Director
3218 Pringle Road SE, Suite 130
Salem, OR 97302
503-373-1155

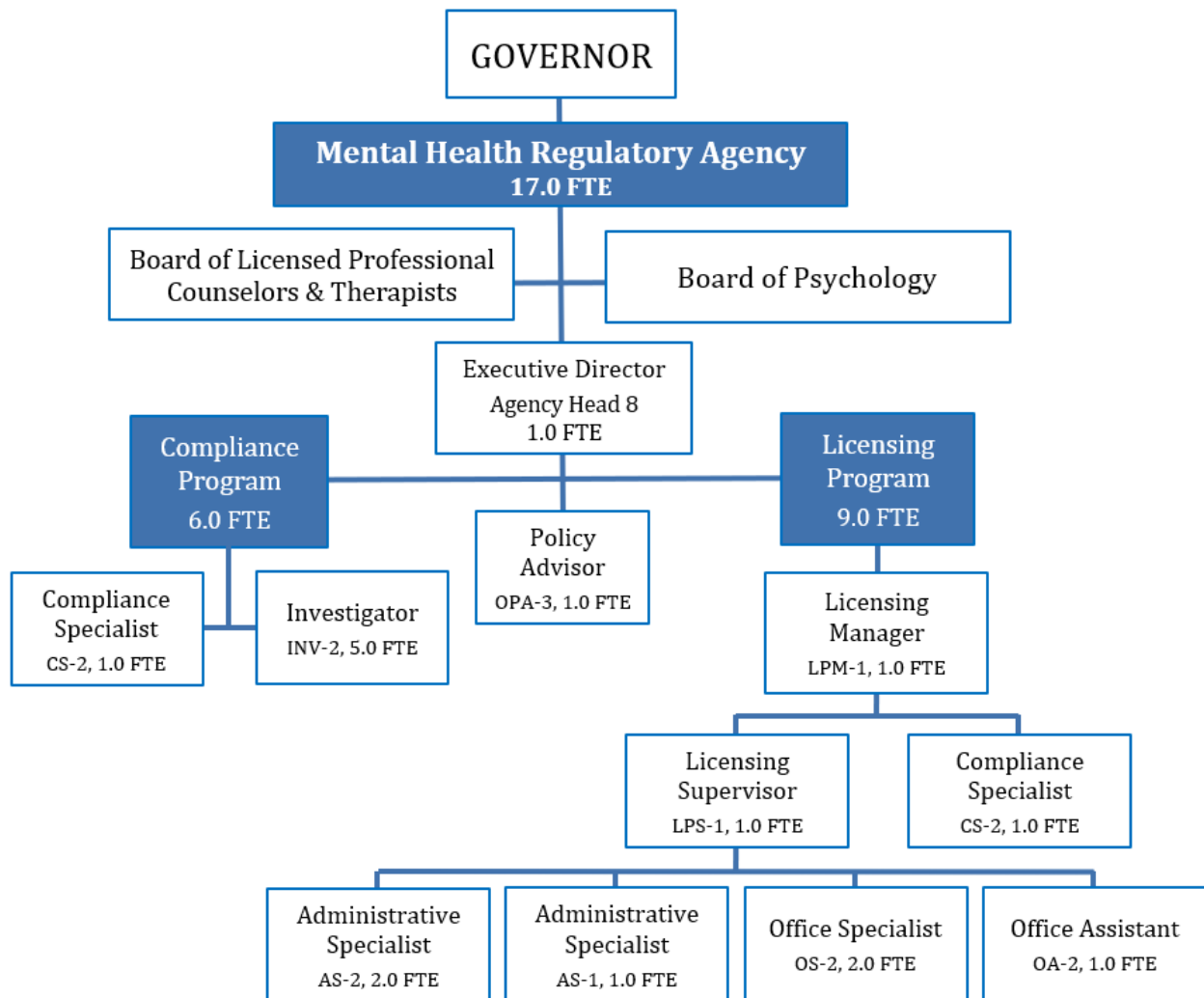
Human Resources & Employee Recruitment:

Rebecca Dunnington
Client Agency HR Manager
DAS Chief Human Resource Office
155 Cottage ST
Salem, OR 97301
971-719-6326

D. Lead for Certification Office for Business Inclusion and Diversity (COBID) Contracting and Procurement

Todd Younkin
Executive Director
3218 Pringle Road SE, Suite 130
Salem, OR 97302
503-373-1155

IV. MHRA Organizational Chart



V. Affirmative Action Plan Implementation

The Mental Health Regulatory Agency (MHRA) is dedicated to building and maintaining a culture of inclusiveness. We believe that all forms of diversity—age, gender identity, race, sexual orientation, physical or mental ability, ethnicity, socioeconomic status, religion, military status, and perspective—create immense value within the agency and helps drive our strong core commitment to public protection. We strive to create a workplace that reflects the stakeholders we serve and where everyone feels empowered to bring their full, authentic selves to work.

A. Roles and Responsibilities

MHRA's Executive Director serves as its Affirmative Action Representative, acting as the EEO/AA liaison for the Agency and investigating and addressing complaints of harassment or discrimination.

Equity is at the forefront of the Agency's employee hiring and Board member recruitment efforts, promotion considerations, and succession planning. In 2017, the CHRO began assisting the Agency in compliance with House Bill 2005, Pay Equity, in order to ensure that the Agency employees earn an equitable salary based on responsibilities, qualifications, and effectiveness. The Agency Executive Director and Licensing Manager job descriptions include developing and implementing the Board's Affirmative Action/ EEOC policy and requirements.

The Agency outsources human resources services to the Department of Administrative Services, Chief Human Resources Office (CHRO) via a service level agreement. The CHRO service package includes leave management, records management, recruitment, position management, HR advice and interpretation, worker compensation and safety support, employee investigations/audits, HR management and limited "soft-skills" training, consultation, affirmative action and inclusion, and Workday Oregon agency system administration.

B. Accountability Mechanisms

Oregon Revised Statute 659A.012 requires agencies, in order to achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability, or age, to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance. The Executive Director is evaluated by the Boards annually for adherence to the MHRA Affirmative Action Plan as part of a standard performance evaluation.

In addition, as part of Governor Kotek's expectation that each agency director and executive director be evaluated every two years, the Executive Director undergoes a 360-performance evaluation every February in even-numbered years. The Director is evaluated for building DEI organizational capacity, fostering and promoting an inclusive workplace environment, creating and fostering an environment where everyone has access and opportunity to thrive, and alignment with the goals and direction of the Governor.

The Executive Director includes in the quarterly Performance Accountability Feedback evaluations of the Agency's two management positions a segment that discusses their efforts in achieving the affirmative action plan goals. These quarterly conversations are also recorded in Workday.

C. Executive Staff

The MHRA Executive Director is the only executive staff member and serves as the Agency Affirmative Action Representative. In addition to the Management responsibilities listed below, the Executive Director represents the agency at the Governor's Diversity and Inclusion meetings and during new employee orientations, reviews and discusses the MHRA affirmative action plan and affirmative action goals, enforces its provisions, and makes revisions to future plans in accordance with ongoing evaluations and collaboration with the management team.

D. Management Staff

Agency management staff are responsible for understanding their role and for supporting and enforcing statewide policies on respectful workplace behaviors. MHRA management promotes and shows by example the importance of a diverse and respectful workplace. Supervisors review with CHRO the hiring, promotion, and retention rates of women, individuals from diverse racial and ethnic categories, and individuals with disabilities within MHRA, and discusses strategies and opportunities for improving recruitment and retention in the workplace. They work with CHRO to utilize State of Oregon procedures when filling vacancies.

Leaders are responsible for identifying potential problem areas and reporting those to the Executive Director, and for assisting with necessary remedial action. The Executive Director assists CHRO recruiters in identifying challenges with regard to affirmative action and assists in developing strategies to eliminate the issues identified. Managers also continuously work to improve the Agency's utilization of minority and women-owned businesses.

Agency management and Board leadership are expected to complete required training to participate in the development and implementation of a program that fosters cultural competency and multi-cultural organizational development. Because of the small size, the MHRA primarily looks to the Governor's Office of Cultural Change, CHRO, and other sources for statewide diversity training and professional development opportunities. When available, the Agency distributes these opportunities to staff and encourages their active participation.

MHRA leadership supports training which is measured through the annual performance appraisal and training plans, and also through quarterly conversations conducted directly with staff and recorded in Workday. In accordance with Statewide Policy 50-010-01, MHRA management closely monitors staff and board member completion of the annual required Preventing Discrimination and Harassment digital course, which covers inappropriate workplace behavior, discrimination, workplace harassment, and sexual harassment; key definitions; laws and statewide policies; responsibilities of employees and managers; how to report, and the criteria for investigations; and bystander intervention techniques. Managers are responsible for working with their employees and creating employee development plans that include trainings specific to their position and career goals.

E. Other Staff

Agency staff and board members are responsible for understanding their role and for following statewide policies on respectful workplace behaviors. They are responsible for completing mandatory annual training and are encouraged to seek out additional training opportunities when feasible. Additionally, MHRA staff are encouraged to self-report their gender, ethnicity, and disability status in Workday such that MHRA reports can accurately reflect the diversity of the Agency. Departing staff are encouraged to complete the statewide web-based exit interview survey.

All employees are provided access to Workday Oregon, the state's online learning management system. Employees can explore a large variety of program topics and register for trainings through this system. Topics include various job-specific trainings, HR-specific trainings, the Statewide Diversity Conference, DOJ Continuing Legal Education, and Management Development Series training. These learning opportunities include diversity topics such as Domestic Violence, Harassment, Sexual Assault, and Stalking; Equal Pay Analysis Methodology and Pay Equity; Social Networking Legal and Policy Workshops; FMLA/OFLA Law; Preparing for Diversity in Human Resource Leadership in the 21st Century; Generational Issues in the Workplace; and Welcoming Home Veterans.

VI. Current Biennium Affirmative Action Progress Report

A. Progress Towards Strategies and Goals

The Mental Health Regulatory Agency (MHRA) has continued its work to create a diverse and respectful agency. Accomplishments achieved during the 2025-27 plan to date (just over half of the biennium) are listed below.

- MHRA announced in a [July 20, 2026 press release](#) that the two Regulated Boards were recognized as 2026 Wellbeing First Champions by ALL IN: Wellbeing First for Healthcare for supporting health workers' access to mental health care. This important milestone facilitates positive change to the healthcare culture and ensures our Oregon workers know their mental health and wellbeing is a priority.
- MHRA's Regulated Boards have held a total of 24 meetings of their Diversity, Equity, and Inclusion Committees, collaborating with the MHRA Executive Director and Policy Advisor as they continue to review and make or suggest to the full Board important changes as described in the MHRA [Written Report on Demographic Study and Diversity Plan](#). These achievements will be further articulated in the next iteration of the MHRA DEI Plan.
- MHRA posted its [2025-27 Affirmative Action Plan](#) on the Agency and Board websites, and has met with the Office of Cultural Change to discuss and receive feedback on the current plan and strategize for the next plan.

- MHRA has hired one new staff member and internally promoted another staff member in the current biennium. Both recruitment announcements included the Agency's Equal Opportunity/Affirmative Action employer statement. The new staff member was assigned a mentor to support onboarding efforts, provided with a copy of the Affirmative Action Plan, and encouraged to review and discuss questions or concerns with their supervisor.
- Two staff members separated from MHRA on June 30, 2025 when their limited duration employment terms ended. Another staff member accepted a promotion within the state at another agency. None of these employees completed the Workday-administered exit survey; however, MHRA supervisors will continue to review the results of any survey completed for input and possible action.
- The MHRA Executive Director has updated the position descriptions for the licensing manager and all investigator positions. One position was reclassified to a more appropriate position, and an attempt to reclass another position to promote a staff member to another classification was unsuccessful.
- Staff retention has improved significantly in the current biennium, evidenced by a 75% reduction in turnover from four departures in FY25 to just one in FY26. This increased stability advances MHRA's affirmative action goals by preserving diverse talent, maintaining representation, and preventing the loss of historically underrepresented groups.
- Starting this year, the Agency has implemented regular meetings within units to support comprehensive training and collaboration to promote job satisfaction and employee retention. The compliance team meets monthly, the management team meets biweekly, and the licensing team meets weekly.
- The MHRA Licensing Manager has implemented a unit-wide project to identify and memorialize standard operating procedures for all positions. This project uses Microsoft one-note to facilitate ease of access for all staff.
- MHRA leadership has continued to provide information and opportunities for staff to participate in diversity training and multi-cultural events that it becomes aware of. For example, all staff were notified of and encouraged to participate in a Black History Month videoconference panel in February.
- Board members and staff have attended and are scheduled to attend various conferences and learning activities in the current biennium, including the Association of State and Provincial Psychology Boards' Spring and Fall conferences, the Center for Credentialing and Education's 2026 Counseling Regulatory Boards Summit, an American Association of State Counseling Boards workshop on governance, AI, and supervision, and the Council on Licensure, Enforcement and Regulation 2026 Educational Conference.
- One MHRA manager is participating in the 2026 Leadership Oregon program, which focuses on leading as a public service ambassador in Oregon state government by modeling the values of excellence, equity, accountability, and

integrity in leadership. The year-long program schedule has included important leadership curriculum, including Mentoring and Developing Yourself (February 25-26), Equity (March 18-19), Communication (May 20-21), and Mentoring and Developing Others (underway in July).

- The Executive Director's 360-performance evaluation was completed through DAS CHRO in February 2026, which included adherence to affirmative action and diversity, equity, and inclusion objectives. The Executive Director has also evaluated the effectiveness of MHRA's two managers during quarterly performance accountability feedback check-ins.
- In preparation for the 2026 Special Session and 2027 Regular Legislative Session, the Agency Executive Director and board leadership have worked closely with the Governor's Appointments Office to recruit a sizable and diverse pool of applicants for Board membership. The Governor and Regulated Boards are committed to ensuring that members represent the growing age, racial and gender diversity of the state. Four board vacancies have been filled in the current biennium, including one Board of Licensed Professional Counselors and Therapists member and three Board of Psychology members. MHRA continues to prioritize multiple aspects of diversity in its recruitment efforts. Current and new members were provided with a copy of the MHRA 2025-27 Affirmative Action Plan.
- The MHRA Executive Director and Policy Advisor met in July 2026 to review demographic data captured in Workday (staff voluntarily self-reported gender, ethnicity, and disability status), noting some improvements in representation of protected classes.
- Since the formation of the Mental Health Regulatory Agency in 2018, the unified agency has access to a larger pool of staff members with shared staff duties and increased opportunities for advancement within the Agency (as described above), which has been historically limited due to qualification requirements of only a few positions in past biennia. The merger and subsequent restructuring of staff have also allowed for further cross-training to accommodate key employee absences and facilitated development of employees' skillsets.

B. Plan Alignment

The MHRA Affirmative Action Plan is aligned with the Agency's Diversity, Equity, and Inclusion Plan, Strategic Plan, and Succession Plan. The Executive Director takes a thoughtful and strategic approach to succession planning within the confines of a smaller agency. The creation of MHRA, which administratively merged the two Boards in 2018, has provided enhanced opportunities and staffing levels that allow planning for succession. Staff training and development is an essential component of the MHRA culture, and qualified staff are promoted when possible. MHRA leadership encourages staff to participate in training programs that support affirmative action objectives.

C. Leadership Evaluation Report

Oregon Revised Statute 659A.012 requires agencies to carry out policy against discrimination in employment and requires an evaluation of all management personnel and their effectiveness in achieving affirmative action objectives as a key consideration of their performance. As described above, under [Accountability Mechanisms](#), the Executive Director is evaluated by the Boards annually for adherence to the MHRA Affirmative Action Plan as part of a standard performance evaluation, and undergoes a 360-performance evaluation biennially as part of the Governor's expectations. The Agency's two management positions are evaluated quarterly by the Executive Director for their efforts in achieving the affirmative action plan goals.

VII. Next Biennium Affirmative Action Plan

The strategies and goals set by the Mental Health Regulatory Agency for 2027-29 are as follows:

- Continue to post the Agency's Affirmative Action Plan on the Agency and Board websites, provide it to new board members upon appointment and employees upon hire, and encourage staff to review and discuss questions or concerns with their supervisor. This will result in increased transparency that builds trust with stakeholders and the public. Open lines of communication empower staff to raise concerns early, minimizing formal grievances. This goal will be measured on an ongoing basis, with a target threshold of 100% digital accessibility and distribution within 30 days.
- Regularly monitor all hiring actions, including job applications, interviews, internal promotions, and disciplinary measures, to verify unbiased selection patterns. This will promote complete objectivity, elimination of systemic bias, and protection of equal employment opportunities. This goal will be measured by comparison of recruitment and promotion rates among demographic groups.
- Cultivate an organizational culture of shared responsibility where MHRA leadership champions the Affirmative Action Plan goals and all employees are empowered, evaluated, and held accountable for maintaining an inclusive, high-opportunity work environment. Accountability actively deters microaggressions and marginalizing behaviors, increasing overall workforce well-being. An inclusive environment will support higher retention rates, protecting the agency from the institutional knowledge loss of departing staff. Success will be measured by the percentage of manager evaluations that included adherence to the Affirmative Action Plan. Biennially, the Executive Director's 360-performance review will be evaluated for the number of "effective" and "very effective" ratings received in response to questions related to DEI, inclusivity, and accountability, with the goal of 100%.
- Maximize MHRA's reach to diverse talent pools by systematically branding all recruitment materials and job boards with the official Equal Opportunity/Affirmative Action statement, verifying compliance through a 100% mandatory pre-posting audit.

Explicitly stating an active commitment to diversity encourages qualified individuals from marginalized or underrepresented backgrounds to confidently apply. Publicly declaring the Agency's core values establishes clear organizational expectations for candidates before they enter the pipeline.

- Maximize professional development opportunities by providing information and encouraging staff to participate in diversity training and multicultural events. This includes working with the DAS Cultural Change Office to incorporate resource-efficient activities despite limited resources in a smaller agency. Regular exposure to diverse historical perspectives and communication styles reduces friction, mitigates workplace bias, and improves internal collaboration. To invest in the workforce, MHRA will consider training requests, including but not limited to peer mentoring, special skills training, and internal/external job rotations to the extent feasible. In addition to agency staff meetings, management training sessions are held to keep our workforce informed of business changes and improved practices. Through each Regulated Board's Board Training and Development Policy, MHRA prioritizes and provides initial and ongoing trainings to appointed Board members in a manner that maximizes beneficial learning opportunities while considering budgetary limitations. Success will be measured by employee and member participation in training over time.
- Periodically review the results of the Statewide Exit Survey administered by HR to separating employees and discuss any concerns or trends. As employees change agencies or separate from state employment, MHRA leadership is interested in how employees view their tenure and what information and suggestions they can provide related to their experience. If the analysis identifies a negative opinion regarding the agency's workplace environment, the Agency will use this information as an opportunity to make changes to improve the work environment for the current employees and improve job satisfaction.
- Partner continuously with CHRO to execute regular employee pay assessments, ensuring MHRA strictly adheres to the Oregon Equal Pay Act. Standardizing compensation checks ensures that factors like gender, race, or age do not influence salary decisions, building an undeniably equitable workplace culture. Employee salaries will be adjusted if an unjustified pay gap is identified (though never lowering pay to comply), and trends in such adjustments will be monitored over time.
- Institutionalize proactive recruitment, retention, and career advancement strategies that leverage cross-training, work-out-of-class assignments, and targeted professional development to build equitable internal talent pipelines and maximize the potential of a diverse workforce. MHRA recognizes the value of individual and cultural differences and creates a work environment where talents and abilities are valued. Employees who see a clear, actionable pathway for internal advancement are significantly more likely to stay, driving down recruitment costs and protecting historical affirmative action gains. Opportunities will be monitored each fiscal year, and success will be measured by reductions in overall MHRA employee turnover.
- Continue to work with board leadership and the Governor's Office to identify and recommend diverse applicants for board appointment. Boards composed of diverse lived experiences bring nuanced perspectives to behavioral health regulation, directly

improving policy decisions and consumer safety. MHRA leadership will track and review trends in board demographics over time to ensure members match the demographic diversity of the public they oversee.

- Support the continued momentum of the Board DEI committees in their work to review recommendations from the [Diversity Study](#) and facilitate implementation of changes. MHRA seeks to develop aligned strategies for improving organization transparency and accountability within the Agency, including ways Agency policies and procedures may impact affirmative action initiatives and results. Identified strategies will assist in the review and development of next MHRA Affirmative Action plan.
- Focus on developing a work environment that is attractive to a diverse pool of applicants, retains employees, and is accepting and respectful of employees' differences. Create a welcoming environment by sharing learning opportunities, posting posters on the employee bulletin board, encouraging employees to share their thoughts and ideas, and responding to issues quickly and efficiently. Respectful workplace behaviors will be expected and enforced. Mandating swift, efficient responses to employee issues catches minor interpersonal friction before it escalates into formal grievances or toxic dynamics. The MHRA Executive Director will closely review any employee issue submission and monitor trends over time.
- Encourage employees to avail themselves of promotional and job developmental opportunities within Oregon State Government. Actively supporting an employee's professional growth, even if it ultimately leads to a promotion outside of MHRA, fosters deep organizational loyalty, high engagement, and strong day-to-day productivity. Supervisors will discuss career counseling touchpoints during regular employee evaluation meetings.
- Embed diversity as a core operational asset by institutionalizing demographic-inclusive dialogue within routine staff meetings, translating diverse perspectives into actionable operational choices, and equipping management with mandatory cultural competency training to lead multicultural organizational development. Regular management team meetings will include review and discussion of how equity, inclusion, or cross-cultural topics were incorporated into licensing and compliance section meetings, with success being measured by the frequency and receptivity of these topics.

VIII. Complaint Options

A. Informal Complaint Process

An employee may notify the MHRA Executive Director of an issue or concern regarding discrimination in order to raise awareness or put the agency on alert without filing a formal complaint. In these situations:

- i. The employee may ask the Executive Director to keep the matter and identity of the employee confidential. (MHRA will comply with the request, if possible.)

- ii. The employee will sign documentation stating that they wish their identity to remain confidential.
- iii. The discussion will be documented.
- iv. The Affirmative Action Representative will review the information and maintain confidentiality of the employee's identity when it is determined that action is necessary to correct the problem or to prevent a reoccurrence in similar situations.

B. Internal Complaint Process

- i. Any individual who believes they have been subjected to unlawful discriminatory actions may file a complaint within 30 calendar days of the alleged incident.
- ii. Represented employees may file a complaint either through the Collective Bargaining Agreement grievance procedure or by using the procedures provided by MHRA.
- iii. An employee may submit a written complaint to the Executive Director that explains the basis for the complaint, identifies the alleged discriminating party or parties and the date the discriminatory action(s) occurred, and specifies the relief requested.
- iv. The Executive Director will review/investigate the complaint and provide the complainant written notification of the findings within 30 days. If additional time is needed for investigating the allegations or to issue a report of the findings, the agency will notify the employee in writing of the need for additional time.
- v. If the investigation substantiates the complaint, appropriate corrective action will be initiated, including discipline if warranted.

C. External Complaint Process

If an employee is not satisfied with the complaint process within MHRA and wishes to appeal an MHRA decision, the employee may contact one of the organizations listed below. Nothing in this policy prevents any person from filing a grievance in accordance with the Collective Bargaining Agreement, or from filing a formal complaint with the Bureau of Labor and Industries (BOLI) or Equal Employment Opportunity Commission (EEOC). However, some collective bargaining agreements may require an employee to choose between the complaint procedure outlined in the agency's guideline for filing a BOLI or EEOC complaint.

[Oregon Bureau of Labor and Industries - Civil Rights Division](#)

Email: boli_help@boli.oregon.gov

Phone Number: 971-245-3844

The Bureau of Labor and Industries (BOLI) protects workers' rights through enforcement of state labor laws. BOLI ensures Oregon workers have access to their rights by investigating worker claims and complaints and enforcing state laws relating to wages, hours, terms and conditions of employment. In cases where there is substantial evidence of unlawful practice, BOLI pursues justice through conciliation, corrective action, settlement, or taking the case to an administrative hearing.

U.S. Equal Employment Opportunity Commission

Email: info@eeoc.gov

Phone Number: 1-800-669-4000

1-800-669-6820 (TTY for Deaf/Hard of Hearing callers only)

1-844-234-5122 (ASL Video Phone for Deaf/Hard of Hearing callers only)

The U.S. Equal Employment Opportunity Commission (EEOC) is a federal agency that enforces laws that prohibit discrimination in the workplace. The EEOC's mission is to promote equal employment opportunities through administrative and judicial enforcement, education, and technical assistance.

The Civil Rights Office of Health & Human Services

Email: OCRMail@hhs.gov

Phone Number: 1-800- 368-1019

TDD Phone Number: 206-615-2296

The U.S. Department of Health and Human Services (HHS) Office for Civil Rights (OCR), enforces federal civil rights laws, conscience and religious freedom laws, the Health Insurance Portability and Accountability Act (HIPAA) Privacy, Security, and Breach Notification Rules, and the Patient Safety Act and Rule, which together protect your fundamental rights of nondiscrimination, conscience, religious freedom, and health information privacy at covered entities.

D. Other Resources

Ombuds Office for Oregon Workers

Email: oww.questions@dcbs.oregon.gov

Phone Number: 503-378-3351

The Ombuds Office for Oregon Workers is the state office that serves as an independent advocate for workers by helping them understand their rights, benefits, protections, and responsibilities within the workers' compensation system and workplace safety and health laws and rules. The Ombuds team also provides educational and informational seminars to labor groups,

employers, insurance companies, and others interested in workers' issues related to workers' compensation and workplace safety and health.

Office of Governor Tina Kotek

Phone Number: 503-378-4582

The Oregon Governor plays a significant role in shaping and implementing policies related to affirmative action, including the issuance of executive orders, advocating for and supporting legislation that promotes affirmative action, appointing officials to promote diversity and inclusion, allocating state funds to support related initiatives, and raising awareness.

U.S. Department of Labor

Phone Number: 503-848-6969

The U.S. Department of Labor (DOL) works to promote the welfare of American workers, retirees, and job seekers. The DOL's mission is to: Improve working conditions, Ensure work-related rights and benefits, and Advance opportunities for profitable employment.

Mental Health Regulatory Agency Affirmative Action Representative

Todd Younkin, Executive Director
3218 Pringle Road SE, Suite 130
Salem, OR 97302-6309
Phone Number: 503-373-1155

The Mental Health Regulatory Agency remains committed to its policy on Affirmative Action and Equal Opportunity and to a rigorous and active affirmative action program. Likewise, the Statement represents the Agency's commitment to equal opportunity and affirmative action in employment and public service consistent with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Executive Order 16-09; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act.

IX. Contracting

ORS 659A.015 requires affirmative action reports to include information on awards of construction, service, and personal service contracts awarded to minority businesses. The Mental Health Regulatory Agency (MHRA) enters into very few contracts outside of those for services provided by other state agencies, namely the Department of Administrative Services for accounting, human resources, IT and desktop support, and payroll services. Outside contracting is primarily for expert witnesses in contested case matters. So far during

the period of July 1, 2025 through June 30, 2026, MHRA has entered into one contract with a minority or women-owned business.

X. APPENDIX

A. State Policy Documentation

- [Statewide Diversity, Equity, and Inclusion Action Plan](#)
- [Oregon Executive Order 22-11](#)
- Affirmative Action Policy ([ORS 182.100](#))
- Policy of affirmative action and fair and equal employment opportunities and advancement ([ORS 243.305](#))
- State agencies to carry out policy against discrimination in employment; evaluation of supervisors; affirmative action reports ([ORS 659A.012](#))
- ADA and Reasonable Accommodation Policy ([Statewide Policy 50.020.10](#))
- Discrimination and Harassment Free Workplace ([Statewide Policy 50.010.01](#))
- Statewide Workforce Learning and Development ([Statewide policy 10-040-01](#))
- Duties of Administrator ([ORS 240.145](#))
- Rules Applicable to Management Services ([ORS 240.250](#))
- Recruitment and Selection ([Statewide Policy 40.010.02](#))
- Veterans Preference in Public Employment ([ORS 408.230](#))
- Equal Opportunity and Affirmative Action Rule ([OAR 105-040-0001](#))
- Collective Bargaining Agreement ([SEIU 503 Specials Coalition Contract](#))

B. Federal Documentation

- [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)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
 - a) National Origin Discrimination
 - b) Discrimination
 - c) Race/Color Discrimination
 - d) Religious Discrimination
 - e) Sex-Based Discrimination
 - f) Sexual Harassment
- [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)
- [Executive Order 11246](#) (OFCCP regulations)