

AFFIRMATIVE ACTION PLAN



OREGON BOARD OF NATUROPATHIC MEDICINE

Anne Walsh, Executive Director
800 NE Oregon St. Suite 407
Portland, OR 97232
971-673-0193

Affirmative Action Plan
July 1, 2015 – June 30, 2017

"We hold these truths to be self-evident, that all People are created equal,
that they are endowed by their Creator with certain unalienable Rights,
that among these are Life, Liberty, and the Pursuit of Happiness."*

-- U.S. Declaration of Independence

COVER LETTER/STATEMENT

Mr. Frank Garcia, Jr., M.A.
Governor's Office- Senior Policy Advisor
Director, Diversity & Inclusion
Affirmative Action
254 State Capitol
Salem, OR 97301-4047

Dear Mr. Garcia:

As the Executive Director of the Oregon Board of Naturopathic Medicine (Agency), I recognize and appreciate the importance and the benefit of Affirmative Action. I have always been committed to the promotion of best practices in support of equal employment opportunity and to achieve the full and fair contribution of minorities, women, and people with disabilities, older persons, and all protected classes found to be underutilized in the work force.

Although the Agency is very small, with only three staff members and no projected turnover or adds to staff during the 2015-2017 biennium, the Agency realizes that affirmative action; diversity and inclusion go beyond just the employment realm. The Agency consciously considers these elements of affirmative action when slating new board members, and in dealings with vendors and contract workers.

To meet the objectives of the Agency's Affirmative Action and Equal Employment Opportunity initiative, the Agency has prepared an Affirmative Action Plan and policy statement that will serve to eliminate and prevent discrimination of all protected classes.

As Agency Director and Affirmative Action Officer, I pledge to uphold and support compliance with the Board's Affirmative Action Plan and Policy, to ensure equality, to avoid discrimination, and to promote a work force that is representative of the population as a whole.

The continued direction and support from the Office of Diversity and Inclusion is appreciated.

With Regards,

Anne Walsh, Executive Director

August 15, 2014

Date

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- 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-Base Discrimination Title VII of the Civil Rights Act of 1964
- K. Sexual Harassment Title VII of the Civil Rights Act of 1964

I. DESCRIPTION OF AGENCY

A. Mission and Objectives

The Oregon Board of Naturopathic Medicine (OBNM) is accountable for only one program, the licensure and regulation of the practice of naturopathic medicine within the State of Oregon. The Board's mission is to protect the public by regulating the practice of Naturopathic medicine and insuring the safe, competent and ethical delivery of this medical practice. The OBNM was created in 1927 and gets its authorization through ORS Chapter 685 and OAR Chapter 850. The Board verifies, evaluates through testing and criminal background, and licenses all Naturopathic physicians in the Oregon.

The Board of Naturopathic Medicine:

- Establishes education, training, examination, licensing, renewal and continuing competency criteria and requirements.
- Reviews, approves or denies initial and renewal applications.
- Establishes by rule, reviews and approves Continuing Education programs.
- Reviews, approves and audits continuing competency for licensees annually.
- Acts as a resource to licensees for scope of practice questions or concerns.
- Acts as a resource to interested parties and the public relative to the practice of naturopathic medicine.
- Provides public outreach, providing education and information to all Oregonians.
- Promulgates administrative rules in OAR Chapter 850 to further define, clarify and enforce statutory authority.
- Receives complaints, reviews, determines jurisdictional authority and initiates investigations, which could result in disciplinary action or no action at all. Disciplinary action ranges from a Letter of Reprimand, probation, limitation, suspension, civil penalty up to and including revocation.

B. Agency Executive Director:

Anne Walsh, Oregon Board of Naturopathic Medicine
800 NE Oregon Street, Suite 407, Portland OR 97232
971-673-0193; anne.walsh@state.or.us

C. Governor's Policy Advisor:

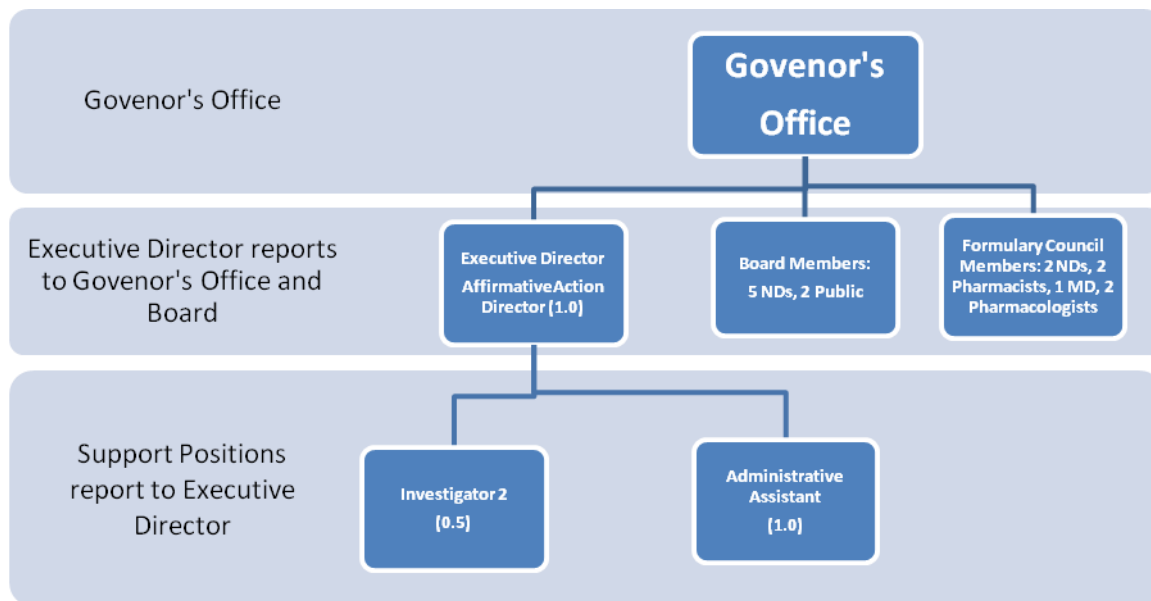
Sean Kolmer, Governor's Office, Oregon Health Authority
500 Summer Street NE E-20, Salem OR 97301
503-378-3111; sean.p.kolmer@state.or.us

D. Agency Affirmative Action Representative:

Anne Walsh, Oregon Board of Naturopathic Medicine
800 NE Oregon Street, Suite 407, Portland OR 97232
971-673-0193; anne.walsh@state.or.us

E. Organizational Chart

Oregon Board of Naturopathic Medicine Organizational Chart



Federal and State EEO job categories:

1.0 FTE Director: Management, Professional, Executive Service - hired by and works for the Board, serves at the pleasure of the Governor. Protective classifications: age, gender.

1.0 FTE Administrative Assistant: Administrative Specialist II - hired by and works for the Director, serves at the pleasure of the Board. Protective classifications: age, gender.

.5 FTE Investigator 2: Represented position - hired by and works for the Director, serves at the pleasure of the Board. Protective classifications: veteran status.

II.

AFFIRMATIVE ACTION PLAN

A. Agency Affirmative Action Policy Statement

Introduction

The purpose of this plan is to update and maintain the previously initiated affirmative action program for the Oregon Board of Naturopathic Medicine (Agency) in keeping with the directive of the Governor, state and federal laws and regulations, executive orders of the President of the United States concerning affirmative action, discrimination/non-discrimination guidelines appropriate under the Civil Rights Acts, Equal Employment Opportunity (EEO) policies, and the Americans with Disabilities Act.

Policy Statement

The Oregon Board of Naturopathic Medicine will not tolerate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute. Nor shall the Board do business with any vendor/provider for the State of Oregon who discriminates or harasses in the above-described manner. All employment and personnel actions of the Board, all licensing and disciplinary actions, all outsourcing and contracts shall be administered according to this policy.

All staff of the OBNM shall adhere to the Affirmative Action Policy and Plan. Management staff, in particular, shall assure that the intent as well as the requirements are implemented in all employee relationships and personnel practices. In addition, it is the duty of every employee of the Board to create a job environment atmosphere which is conducive to non-discrimination policies and free of any form of discrimination or harassment. The application of this policy is the individual responsibility of all administrative and professional staff, and each shall be evaluated on his/her performance in achieving this affirmative action policy as well as in other job performance criteria. The Affirmative Action Plan is posted on the Board's website and a hard copy is available at the Board office. The Affirmative Action Policy Statement is posted on the bulletin board where all other required posters are located. Failure to meet Affirmative Action standards is subject to disciplinary action.

All employees shall be advised of the procedure for lodging a discrimination/harassment complaint, and all employees with concerns of any kind related to affirmative action shall be encouraged to bring them to the attention of the Executive Director. Internal procedures supporting the statewide policy is located in this plan.

It is further the policy of the Board to establish and maintain this program of affirmative action to provide for a method of eliminating any effects of past or present discrimination, intended or unintended, which may be indicated by analysis of present employment patterns, practices, or policies.

Duration of Plan

This revision of the Board's Affirmative Action Plan is effective July 1, 2015 and shall be evaluated annually or as needed when statewide changes occur.

The Board's Affirmative Action Representative is Anne Walsh, Executive Director, 971-673-0193; anne.walsh@state.or.us.

B. Agency Diversity and Inclusion Statement

A Federal Executive order gives priority to the development and implementation of a comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies. It includes an effort to identify and adopt best practices to promote diversity and inclusion and to identify and remove barriers to equal employment opportunity.

The OBNM's commitment is to equal opportunity, diversity, and inclusion and a continued goal to accomplishing our mission in recruitment policies to "endeavor to achieve a work force from all segments of society," while avoiding discrimination for or against any employee or applicant on the basis of race, color, religion, sex (including pregnancy or gender identity), national origin, age, disability, sexual orientation or any other prohibited basis. (5 U.S.C. 2301(b)(1), 2302(b)).

State Agencies, Boards and Commissions have an obligation to seek to attain a diverse, qualified work force as a cornerstone of the merit-based state service. A continued goal is to use the resources of all our citizens and to ensure fairness and justice in the work place. But more than that, Diversity is more broadly defined to being open to diversity of thought, and the perspective that being open to diversity enriches our lives and helps us realize our full potential. Diversity and Inclusion is a moral and business imperative to improve our public service within the State of Oregon.

Even with difficult budget restraints, there is an increased demand for innovation and efficiency. State Agencies can look to a diverse and inclusive work force to help meet the future challenges of the State of Oregon. Our state population is changing and we recognize that inclusion and diversity, by creating a culture that fosters creativity and inclusion, are positive for us individually, for our work force, and for the State of Oregon.

The Federal Office of Diversity and Inclusion Strategic Plan in the Personnel Office states: "research shows that recruiting with an emphasis on cultural, experiential, and cognitive diversity will improve agencies' prospects of having a work force that is capable of addressing increasingly complex challenges more efficiently".

Work force diversity is defined as "a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences".

Inclusion is defined as "a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential."

Best practices for diversity and inclusion include working on leadership, accountability, measurement, and training. The following goals are necessary for the successful growth of diversity and inclusion.

1. Recruit from a diverse, qualified group of potential applicants to secure a high-performing work force drawn from all segments of American society.
2. Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

3. Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

C. Training, Education and Development Plan and Schedule of:

1. Employees / Staff

- a. Train and inform current employees on the acceptance of, and changes to, the existing AAP at a scheduled staff meeting. Share copy of plan at New Employee Orientation highlighting their rights and responsibilities under the OBNM's affirmative action plan and other Board policies to eliminate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute.
- b. Managers and employees will attend trainings in the areas of AA/EEO, Valuing Diversity and Harassment. Training may be in the form of formal classes, sharing of information from the Governor's Affirmative Action Office, attending Affirmative Action meetings and/or one-on-one discussions. All employees will be evaluated annually for their adherence to this Affirmative Action Plan.
- c. The Board has no short term or long range plans for staff changes over the next five to seven plan years. However emergency succession plans and training are outlined in the Boards Business Continuity Plan.
- d. It is the policy of the Board to provide resources for employees to encourage their career development in state service, as is reasonably practicable to do. To accomplish this mission, the Board may provide opportunities for training to employees for developing proficiency, enhancing skills and encouraging development in areas for potential advancement. Staff shall be eligible for mandated and required training. Suggested training opportunities will be considered by management.
- e. The training plan is designed to reinforce the mission and values of the Board. Employees are given an opportunity to participate in the following training:
 - a. Developing Job Skills – opportunities to developing proficiency, enhancing skills and encouraging development in areas for potential advancement.
 - b. Increase staff and board member knowledge and awareness of affirmative action through review and discussion of the Affirmative Action Plan.
- f. Train and inform managers, employees and Board members of their rights and responsibilities under the policy.
- g. Make the complete Affirmative Action Plan available and accessible to all board members, employees, venders and contractors.
- h. New employees are provided the Board's Affirmative Action and Equal Employment Opportunity policy and plan and encouraged to review and discuss questions or concerns.
- i. The Board will continue to educate all employees and focus on developing a work environment that is attractive to a diverse pool of applicants, retain employees and is accepting and respectful of employee's differences.
- j. In selection of new Board members, the Board will partner with the Governor's Office of Executive Appointments to appoint and promote increased diversity in the slate of candidates to fill vacant Board positions.
- k. The Board posts a copy of the Affirmative Action and Equal Employment Opportunity policy and plan on its web site and a copy is available to each new employee as part of their orientation.
- l. The Board's recruitment announcements and advertisements identify the Agency as an Equal Opportunity/Affirmative Action employer and include: "The Oregon Board of Naturopathic Medicine as an equal opportunity, affirmative action employer committed to work force diversity".

2. **Board Members:** OBNM provides new Board Members with a copy of the Affirmative Action Plan or directs them to the Board's website where the Plan is available for public viewing and invite them to participate in the Board's cultural diversity training sessions.
3. **Providers and Volunteers:** The Board does not have any Providers or Volunteers.
4. **Contractors/Vendors:** When contracts are established or renewed, the Board provides vendors with a copy of the Affirmative Action Plan by directing them to the Board's website where the Plan is available.

D. Programs

The Board is a very small agency with only 2.5 FTE and although it has no formal internship or mentorship programs it does play a active role in both the arenas of community outreach and diversity awareness.

During this biennium the Board outreach has worked on establishing a relationship with the naturopathic university to meet with the students and the faculty to talk about the board at grand rounds. Discussion will be held on what role diversity plays in the selection of candidates for entrance into the naturopathic medicine program, and to encourage this continued diversity.

The Federation of Naturopathic Medicine Regulatory Authorities (FNMRA) was established in 2011 and has begun to offer outreach opportunities. The OBNM is learning about providing naturopathic medical care and education to the underserved communities.

The Board uses a number of approaches in executing a diversity program and bringing new people into the agency, creating opportunities for existing employees, and promoting an environment that is welcoming, tolerant and supportive. Some of the initiatives and activities include:

- Communicating to employees in a variety of ways the importance of diversity;
- Asking staff to focus on the organization and provide suggestions to improve our diversity;
- Drawing upon sources to advertise recruitments such as local and diverse newspapers, and increase awareness of openings by contacting minority and community organizations;
- Promoting a respectful work environment by offering training on diversity awareness, improving communications, conflict management, and an open atmosphere to talk about problems and ideas;
- Creating a welcoming environment by fostering an acceptance of employee and consumer differences and treating everyone with respect and professionalism whether they are staff or customer;
- Posting notices and forwarding e-mails that talk about cultural activities and other information that supports diversity and tolerance;
- Displaying the agency's commitment to the Affirmative Action Plan by publicizing it on the OBNM website and having hard copies available at the Board office upon request;

E. Update: Executive Order 08-18

1. Cultural Competency Assessment and Implementation Services

As part of the Board's 2015-2017 Affirmative Action Plan, the agency will increase multicultural training through staff meetings and strive to seek diversity and cultural competency within our staff and Board Members. We will seek additional training opportunities in the 2015-17 biennium.

The Board with a staff of 2.5 FTE does not conduct a Cultural Competency Assessment. However, the OBNM recognize that a culturally competent organization is able to use the policies, people and resources available to systematically anticipate, recognize and respond to varying expectations of consumers and employees. A culturally competent organization values individuals for their differences instead of expecting individuals to adapt to the organizations culture. The Board will continue to benefit from working toward having cultural competence.

The Board will plan to enhance cultural competence in the 2015-2017 Biennium. Successful implementation will include:

- People of diverse backgrounds and experience effectively working together;
- People understanding and appreciating one another's differences;
- People effectively communicating with and being respectful of those differences; and

The plan will focus on:

- Licensees understanding and appreciating the value of the Board's requirements;
- Greater awareness among the members of the OBNM;
- Enhance effective communication and utilizing differing strengths;
- Identifying training events that all employees will enjoy and participate in; and
- Increase respect for and understanding of diverse cultures among employees.

The Board will benefit by:

- Utilizing unique strengths and perspectives to solve problems and enrich the office environment;
- Creating a climate of cultural awareness and a welcoming environment that honors diversity;
- Making a stronger and more cohesive work force rallied together by a common goal of success;
- Having a greater understanding of the world in which we work and the customers we serve; and
- Preventing and overcoming misunderstandings, lost opportunities and conflict.

2. Statewide Exit Interview Survey: The Board will offer exit interviews to departing staff and follow-up with the Director on any concerns or trends. The Board will ensure departing employees are directed to go to the State link for the exit interview survey monkey required by the Governor's Affirmative Action Office.

3. Performance Evaluations of all Management Personnel: The Board remains committed to compliance with the Governor's executive orders requiring the inclusion of diversity and affirmative action requirements in position descriptions and annual performance evaluations. Performance accountability in the areas of Affirmation Action and Diversity will be reviewed during annual evaluations.

F. Status of contracts to Minority Businesses (ORS 659A.015):

The Board currently has no contracts nor does it anticipate any contracts in excess of \$5,000 during the 2015-2017 Biennium. The Board does use, from time to time, a minority and female owned business/supplier for furniture replacement and storage needs, but seldom would purchases exceed \$5,000.

III. ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

A. Responsibilities and Accountabilities

1. Director

- a. Foster and promote in the work place and to employees the importance of a diverse and discrimination and harassment free environment. Participation in cultural diversity trainings, orientations, and be an example of cultural sensitivity.
- b. Review equal employment opportunities, evaluate affirmative action and diverse work environment progress, and identify problems. Approve strategies and timetables for meeting goals.
- c. Annual performance reviews will include ratings on the Director's support and effectiveness of the agency's Affirmative Action Plan.
- d. Hold professionals and staff accountable for participating in and promoting affirmative action activities. The effectiveness of staff in participating in affirmative action activities, goals and objectives of the Board will be included in their annual performance appraisals. ORS 659.025(1) states:

“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, handicap or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance”.

2. Managers / Supervisors: *The Director is the only manager/supervisor so the same information above applies here.*

- a. Foster and promote in the work place and to employees the importance of a diverse and discrimination and harassment free environment. Participation in cultural diversity trainings, orientations, and be an example of cultural sensitivity.
- b. Staff will receive an orientation on the Board's affirmative action goals, understand their own responsibilities, and evaluate how well they are achieving the Board's affirmative action goals and objectives. They will attend cultural competency training, attend orientations, and promote cultural awareness.
- c. In undertaking these evaluations, the Director will consider how well the staff member fosters and promotes a diverse work force, how well s/he promotes the affirmative action goals and objectives, and that his/her staff are knowledgeable about the Board policies and procedures that encourage a welcoming environment.
- d. Inform applicants for vacant positions that the Board is an equal employment employer committed to work force diversity. Have a copy of the Board's Affirmative Action Plan available for applicants to review on request.
- e. Work with the Human Resources Section to utilize State of Oregon procedures and rules in filling vacancies.
- f. Attend equal opportunity, affirmative action and other diversity-related training in order to be informed of current issues.
- g. Display the Board's Affirmative Action Policy Statement and have available a hard copy of the Affirmative Action Plan in the office. An electronic copy of the Board's Affirmative Action Policy Statement will also be maintained on the OBNM website.

- h. Act in a timely manner if they become aware of any Board employee engaging in any type of harassment.
- i. Periodically report to employees on the Board's progress in attaining its affirmative action goals and on other affirmative action matters.
- j. Be held accountable for promoting affirmative action with annual performance evaluations.

3. Affirmative Action Representative

- a. *The Executive Director is the Affirmative Action Officer.* The Director promotes a diverse work force environment and helps attain the affirmative action goals of the Board; encourage the retention of existing employees and create new learning opportunities for them.
- b. The Executive Director reports on the AAP with one-on-one staff meetings; obtains support for changes to reach goals/objectives; responds to affirmative action issues, attends affirmative action meetings.
- c. Emphasize the Board's support of equal employment opportunity, affirmative action and the benefits of a diverse work force.
- d. Place the statement "The Oregon Board of Naturopathic Medicine is an equal opportunity, affirmative action employer committed to work force diversity" on every announcement and in every advertisement.
- e. If hiring using a team approach, promote the use of a diverse interview panels including, when possible, one member who works outside the hiring section/division and one member from a protected class.
- f. Research training opportunities and topics for presentation to all staff. Actively participate in those trainings.
- g. Have hard copies and/or electronic copies of the Board's Affirmative Action Policy Statement and Plan available for review upon request or by viewing at the OBNM website. Make hard or electronic copies available to applicants for employment on request. Recommend changes to the Plan and update it as required. Compile statistics and keep management informed of the Board's affirmative action status during management meetings. Solicit comments how to assist in promoting affirmative action activities and how best to create a more diverse work force.
- h. Discuss the State of Board's Affirmative Action Plan and Policy in New Employee Orientation. Make the orientation as welcoming as possible. Include in the discussion:
 - Expectations surrounding a respectful work place, what it means to agency and employee.
 - Commitment to supporting the personal and professional growth of our employees.
 - Encourage to contribute and participate in agency activities to agency to meet objectives.
 - Keep doors always open for questions and concerns.
- i. Train and inform employees at New Employee Orientation as to their rights and responsibilities under the Board's affirmative action policy and other Board policies to eliminate any harassment based on race, sex, age, religion, sexual orientation, or disability.
- j. Respond to and investigate complaints. Enforce policies and procedures.
- k. Offer the Statewide Exit Interview Survey to all terminated employees. Analyze for trends. If it appears that discrimination or harassment was a factor in employee separation, conduct an investigation and take appropriate action.
- l. Evaluate revised and new policies for possible adverse impact on the Board's commitment to affirmative action and equal employment opportunities.
- m. Serve as a liaison between the Board, the state and federal agencies that protect civil rights.

IV.

JULY 1, 2012 - JUNE 30, 2014

A. Accomplishments

- a. The Director periodically attended affirmative action meetings when possible, or was represented by fellow Directors from the group of PSOB Suite 407 health program directors, the Director prepared policies and plans and reports to the Board.
- b. The Director is proactive in communicating the importance of diversity with the staff, and includes diversity discussions in periodic one to one meetings. Note: With such a small staff our meetings are informal and staff talks daily. The Affirmative Action Representative is the Director who attends training to learn more about fostering cultural competency and multi-cultural organizational development. The Director makes an effort to communicate cultural events throughout the area.
- c. The staff started posting the Monthly Cultural Awareness Calendar and all the staff, including the Director, often has discussions around specific events and cultural holidays. Many times the discussion leads to a little research and sharing of information.
- d. The Director serves on the North American Board of Naturopathic Examiners establishing a national ADA model for all Naturopathic physician applicants to assure equal opportunity for those with qualifying disabilities. This exam is the gateway to licensure in all States.
- e. The Director serves on the Federation of Naturopathic Medicine Regulatory Authorities and works with other members to set standards of equality that may be utilized by all licensing jurisdiction in the USA and Canada.

B. Progress

Although OBNM is a small agency regulating a small profession, cross-training and career developmental opportunities are encouraged. In fact because the staff is small each staff members know the basics of each other's jobs. The goal is to retain employees by keeping them challenged and giving them room for growth.

The Boards strategy for retaining our employees is simple:

- Value and empower employees and urge them to participate in decisions that affect their employment;
- Treat employees with respect and dignity;
- Show employees the benefits of working for the State of Oregon from pay to health and welfare benefits to location;
- Support employees in their learning and personal development plans;
- Carefully maintain the Board's reputation for professionalism by making it a business employees are proud to work with;
- Communicate well and often. Let employees know what is happening in the organization;
- Make wise hiring decisions and continually evaluate hiring practices;
- Hold employees accountable for adhering to our respectful work place and harassment-free policy;
- Lead by example; and,
- Modify work schedules to accommodate religious holidays and special family circumstances.

The agency's strength lies in its Board and Management leadership, its dedicated employees and its professional licensees. We are a professional organization that lives with high expectations every day. Some challenges faced:

- Learn to communicate better or more effectively;
- Keep positive attitudes – make each employee feel valuable even though some employees have reached the top of their salary range and have no further potential for pay increases;
- Lead by example.

Working in tandem with the Governor's Office of Executive Appointments the Board has been successful in adding diversity to its profile of Board members during the biennium. The latest reappointments of a public member and a professional member provide continuity of the Board. The OBNM will be replacing three professional members who have each served two consecutive terms, in June 2015.

The reappointed public member is well experienced in public service, and works in the non-profit arena. He is protected under the classifications of sexual orientation. He is a calm and thoughtful presence on the Board.

The Board consists of seven members: Five Naturopathic physician (ND) members and two public members. There are members protected by age, gender, and sexual orientation.

The Board continues to strive for diversity in the appointment of volunteer Board members, whose individual attributes, contribute to the mission of the Board.

V.

JULY 1, 2015 - JUNE 30, 2017

A. Goals for Affirmative Action Plan / Programs

1. The Oregon Board of Naturopathic Medicine will continue to provide information and opportunities for staff to participate in diversity training and multi-cultural events. The Board will continue to develop strategies to recruit, retain and promote a diverse staff and Board. The Board recognizes the value of individual and cultural difference and creates a work environment where talents and abilities are valued.
2. The Director is proactive in communicating the importance of diversity in staff meetings, and includes diversity discussions in communications with staff. The Board utilizes diversity within the work force by incorporating diverse perspectives into business decisions. The Director will also continue to attend required training to participate in the development and implementation of a program that fosters cultural competency and multi-cultural organizational development. The Director will continue to make greater effort to communicate cultural events throughout the area.
3. HR is incorporated in the role of the Director and supported by the Board, will strive to create applicant pools and interviewing processes that are welcoming to all people, and helping them understand the benefits of a diverse work force and supporting the Affirmative Action Plan. The Director and Board will actively participating in recruitment and selection activities and include affirmative action performance measures on evaluations.
4. The Director will support activities that develop a work environment that is attractive to a diverse pool of applicants, retains employees, and is accepting and respectful of employees' differences. A welcoming environment will be created a number of ways - by sharing e-mail 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, responding to issues quickly and efficiently, etc. Respectful work place behaviors will be expected and enforced. Expectations will be presented using formal training, written policies and procedures, and/or one-on-one counseling.
5. The Director will also utilize employee retention ideas that include offering flexible schedules, having open door policies, listening respectfully and responding quickly to problems. The Director will be evaluated on their compliance with the agency's affirmative action objectives by rating them on their annual performance evaluation.

B. Strategies and time lines for achieving our goals

August 2014: The Director will work with the Governor's Office of Executive Appointments to reappoint current members whose protected class include, age, gender, sexual orientation.

December 2014: The Director will have an annual performance evaluation and review of Best Practices of the Board to continue encouraging diversity in the work place.

January 2015: The Director as HR Manager/Affirmative Action Representative will work with the Governor's Office of Executive Appointments to recruit three professional Board members in minority or protected classes, to replace the three members whose terms will expire June 2015.

- June 2015: The Director as HR Manager/Affirmative Action Representative will request employee's assistance in identifying ways to be more welcoming and meet the goals of this plan.
- Fall 2015: The Director as HR Manager/Affirmative Action Representative will work with the Governor's Office of Executive Appointments in the in the second term reappointment of two existing Board member.
- Ongoing: The Director will post recruitments on the state's E-recruit system and other diversity websites and publications and continually monitor the welcoming environment.
- Ongoing: The Director will continue to participate in DI/AA/EEO meetings bringing back points of interest to share with staff.
- Ongoing: As her schedule and opportunity allows the Director will attend community multi-cultural function, i.e. the Multicultural and Services Annual Meeting, and bring back points of interest to share with staff.
- Ongoing: The Director will listen and take action on our employee's feedback for creating a more welcoming environment; continue to keep cultural diversity in the forefront of all employees by sending out information sent to us by the Governor's Affirmative Action Office and showing management's commitment to cultural diversity by example of patience, tolerance and respect.
- Ongoing: The Director will encourage staff to sign up for the Cultural-Health E-Newsletter. The E-Newsletter is designed to update members on various local multicultural health issues.
- Ongoing: The Director will continue to meet with staff to discuss effective options for outreach to underserved communities with education on the naturopathic profession.
- Ongoing: The Director will continue participation the national examination service to continue to assure those with disabilities are treated in a fair and equitable manner regarding examination for licensure.
- Ongoing: The Director will continue participation federation of licensing authorities to works towards better outreach in the schools and communities.