State of Oregon

DEPARTMENT OF FORESTRY

Peter Daugherty, State Forester
2600 State Street NE
Salem, OR  97310
(503) 945-7200

Affirmative Action Plan
2019 - 2021

“The Oregon Department of Forestry is an Equal Opportunity, Affirmative Action Employer, committed to workforce diversity.”
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# OREGON DEPARTMENT OF FORESTRY
## AFFIRMATIVE ACTION PLAN
### –2019 - 2021 BIENNIAL

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September 21, 2018

Sophorn Cheang  
The Governor’s Office of Diversity and Inclusion/ Affirmative Action  
900 Court Street NE. Suite 254  
Salem, OR 97301  
Affirmative.action@oregon.gov

Dear Sophorn Cheang:

I am pleased to provide you with a copy of the Oregon Department of Forestry’s (ODF) Affirmative Action Plan for the 2019 – 2021 biennium. The Agency will continue with our initiatives as an agency and as a service provider for the state government.

If you have any questions, please contact me at 503 945-7211, or Jonathan Herman at 503-945-7296.

Sincerely,

Peter Daugherty  
State Forester
INTRODUCTION

The Oregon Department of Forestry (ODF) developed this Plan to help bring about equal employment opportunities for all persons. The Plan commits the Agency to do more than practice nondiscrimination in employment. It includes a set of goals, policies and actions intended to ensure that women, people of color and people with disabilities are equitably represented in ODF’s workforce.

This Plan covers the period from July 1, 2019 through June 30, 2021. The principal objectives of the Affirmative Action Plan include:

- Reaffirming the Agency’s commitment to the state’s policy on Equal Employment Opportunity (nondiscrimination) and the principles of Affirmative Action;
- Indicating how the Plan and the policy will be disseminated both within the organization and externally;
- Assigning various levels of responsibilities to direct, manage and carry out the Agency’s Affirmative Action efforts;
- Establishing flexible long-range Affirmative Action goals to correct the underrepresentation of women, people of color and people with disabilities in the Agency’s workforce;
- Taking Affirmative Action measures to overcome barriers where shown to exist;
- Identifying ongoing programs and procedures intended to ensure equal employment opportunity and to maintain a work environment free of discrimination and harassment;
- Communicating the Agency’s policy of providing reasonable accommodations for qualified people with disabilities;
- Monitoring and regularly reporting to management on the implementation of Affirmative Action and progress being achieved regarding employment goals;
- Demonstrating “good faith” efforts of the agency.

Equal Opportunity is defined as the availability of employment and advancement to all persons on the basis of merit, ability and potential. It is a concept that addresses equal opportunity for all persons in the employment process.

Affirmative Action is defined as a method of eliminating the effects of past and present underrepresentation, intended or unintended, that are evident by analysis of present employment patterns, practices or policies.
The “parity” percentages for women, people of color and people with disabilities have been
developed by the Governor’s Office of Diversity, Equity and Inclusion/Affirmative Action.
They are intended to be flexible, long-range targets which in most cases will not be achieved in a
single year or even one biennium; what is important is maintaining continued progress toward
achievement of the goals.

Program areas shall develop more detailed implementation strategies which address issues
specific to their organizational units. These strategies are made part of this Plan by reference.

Another important link to implementation is found in the manager’s Performance Plans,
providing the basis for annual performance appraisals. Managers will prepare Affirmative
Action strategy plans which identify the specific activities for which the manager will be held
accountable for in the areas of Affirmative Action and diversity.

ODF’s Plan is intended to create a work environment which will attract and retain employees
who represent the broadest possible spectrum of society, which includes (but is not restricted to)
women, people of color and people with disabilities.

ODF will not tolerate discrimination or harassment on the basis of race, color, gender, marital
status, religion, national origin, age, mental or physical disability, or any reason prohibited by
state or federal statute, nor shall any contractor/vendor for ODF discriminate or harass in any
manner.

ODF and the Governor of the State of Oregon are dedicated to the belief that the State has a
commitment to the right of all persons to work and advance on the basis of merit, ability, and
potential. In so doing, the Governor has delegated authority to oversee the implementation of the
Oregon’s Affirmative Action Program to the Director of Affirmative Action. The Governor also
charges and holds accountable state Agency directors and administrators with the responsibility
of ensuring that principles of Affirmative Action are met.

Copies of the ODF Affirmative Action Plan may be obtained by contacting ODF Human
Resources at (503) 945-7200.
I – ABOUT THE OREGON DEPARTMENT OF FORESTRY

In 1911, the Oregon Legislature established the Board of Forestry and the Department of Forestry. The Board of Forestry is appointed by the Governor. It meets at least quarterly and is composed of seven members. The State Forester is appointed by the Board of Forestry and serves as secretary to the board. Functions of the Department are under the direction of the State Forester, the deputy state forester, division chiefs and area directors. The major program activities of ODF include:

Protection from Fire: The goal of the department's largest division, Fire Protection, is to employ environmentally sound and economically efficient strategies to minimize the total loss/costs of protecting Oregon's timber and other forest values from wildfire.

Private Forests: Through technical assistance, financial incentives, education, regulation, and other tools, this division helps forest landowners manage forestlands to meet their objectives. Program responsibilities include implementation of the Oregon Forest Practices Act, which prescribes timber harvest techniques that are consistent with conservation and environmental protection.

State Forests Management: The State Forests division manages 745,000 acres of state-owned forestland in Oregon. The forests are managed to produce a broad range of benefits. These include timber harvest, revenue to local governments and schools, protection of wildlife habitat and other environmental values, and opportunities for recreation and learning.

Agency Administration: The ODF Administrative Services division includes oversight of policy direction and management of Department activities. This involves administrative support services to department programs including agency leadership, interagency coordination, forest resource analysis and policy development, land use planning coordination, information systems support, accounting, payroll, budgeting, purchasing coordination, property management coordination, human resources, safety and training support, public affairs coordination support, quality assurance and staff support for the Board of Forestry.

The Oregon Department of Forestry employs approximately 1,100 permanent and seasonal employees in over 30 locations throughout the state. Located in Salem, the Agency’s 15-acre campus serves as the administrative headquarters for the Department’s Fire Protection, Private Forests, State Forests, and Administrative Services divisions. The field function is divided into three areas, each of which includes from four to seven districts or protection associations. The districts are responsible for administering all of the Department programs, while the associations are under contract to provide protection from fire only.
A. Mission and Objectives

Mission

To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon’s forests to enhance environmental, economic, and community sustainability.

Vision

- Healthy forests providing a sustainable flow of environmental, economic, and social outputs and benefits.
- Public and private landowners willingly making investments to create healthy forests.
- Statewide forest resource policies that are coordinated among Oregon’s natural resource agencies.
- The Department of Forestry recognized as an agency operating openly and in the public interest.
- Achieving a sustainable fire-protection system, fire-resilient forests and fire-adapted communities that reduce the negative impacts of wildfires to all Oregonians.
- Oregonians who understand, accept, and support sustainable forestry and who make informed decisions that contribute to achievement of the Board of Forestry’s vision for forestry in Oregon.
- ODF is recognized as an employer of choice that encourages and values employees, provides a safe working environment, and allows employees to reach their full potential in providing excellent public service.

Core Values

- Diversity, equity, and inclusion in all aspects of our business.
- Honesty and integrity.
- Safety in the workplace.
- Respectful, strong, cooperative working relationships.
- Involvement and cooperation of all Oregonians.
- Leadership in professional forestry.
- Innovation based on sound science.
- Individual initiative, effectiveness, and hard work.
B. Agency Director

Peter Daugherty, State Forester
Oregon Department of Forestry
2600 State Street, Salem, OR 97310
(503) 945-7211

C. Governor’s Policy Manager/Advisor

Jason Miner, Natural Resources Policy Manager/Advisor
Governors Natural Resource Office
775 Court Street NE Salem, Oregon 97301
(503) 986-6536

D. Agency Affirmative Action Officer

Tricia Kershaw, Human Resources Manager
Oregon Department of Forestry
2600 State Street, Salem, OR 97310
(503) 945-7296

E. Agency Affirmative Action Representative

Tricia Kershaw, Human Resources Manager
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II – AFFIRMATIVE ACTION PLAN

A. Affirmative Action Policy Statement/ Diversity & Inclusion Statement

General Affirmative Action Policy Statement
It is the policy of the Oregon Department of Forestry to provide an equal opportunity for employment and advancement regardless of race, color, national origin, gender, age, religion, marital status, sexual orientation, or physical or mental disability, or military status.

The Department’s Diversity Action Plan provides the umbrella for: a) enhancing the department’s sensitivity to and understanding of diversity issues within ODF; b) creating an inclusive work environment that enhance the diversity of our workforce and encourages each employee to reach their full potential; and c) guiding ODF to become an “Employer of Choice.”

To achieve this diversity the Department will carry out an Affirmative Action program which provides procedures for the consideration of protected class candidates in all aspects of human resource management.

It is the policy of the Department to strive to eliminate the effects of past and present discrimination, intended or unintended, which are evident by analysis of present employment patterns and practices.

Recruitment and Selection
It is the policy of the Department that all vacancies in job groups that show an underutilization will be recruited on an open competitive basis. Any departure from this procedure must be approved by the State Forester or the Agency’s Deputy State Forester. During periods of Department downsizing and restructuring or when ODF specific knowledge and experience is required, methods other than open competitive recruitment may be approved. Recruiting periods will be of sufficient length to adequately allow for proper distribution and response to every recruiting announcement.

Interview and other employee selection panels will be created and utilized to reflect the diversity of the Department’s workforce and stakeholder base. Interview panel members may include outside agency stakeholder and partner groups, and from both represented and management service employee groups regardless of the status of the recruited position. When managers create interview panels, consideration will be given to inclusion of protected class employees, field and staff employees, operating and support program employees, and represented and management service employees. For all management service interview and other selection panels, the supervising manager will make a reasonable effort to include at least one protected class employee as a panel member, and at least one field or staff employee is utilized as a panel member opposite to the recruited position (i.e., for a staff position, and that at least one field employee will be utilized as a panel member, if possible, and vice versa). For management service panels, an effort will be made to include at least one panel member from outside the agency representing stakeholder or partner groups. For all position selection processes, interview or other selection panel composition will be approved by the supervisor of the recruiting supervisor. The roster of panel members will be discussed with Human Resources prior to scheduling interviews.
PLEASE POST ON EMPLOYEE BULLETIN BOARDS

The best-suited candidate will be selected for each position. “Best-suited” is defined as that individual who meets the minimum qualifications of the position and best serves the need of the Department and public it serves at the time the selection is made. It may not be the person with the highest score, the most experience, or the best education; the decision must be made on a position-by-position basis.

Employee and Stakeholder Protection

It is the policy of the Department that it will not tolerate the harassment of or discrimination against anyone employed by or associated with the Oregon Department of Forestry. All employees play a vital role in ensuring a discrimination-free work place. In addition, management and executive service personnel at all levels of the organization are responsible for creating and maintaining a professional work environment that is free from discrimination or harassment of any kind. Employees who feel they have been harassed or discriminated against are encouraged to bring such behavior to the attention of Department management via the complaint and grievance procedures outlined in this plan.

No employee of ODF nor any entity contracting with it may coerce, intimidate, threaten, or interfere with any individual who has opposed any act or practice prohibited by the Americans with Disabilities Act (ADA), participated in any investigation, or aided or encouraged others to assert rights granted under the ADA.

Communication

ODF shall maintain a copy of the Affirmative Action Plan on both the ODF internal website for all employees to access and ODF’s public website for the public, employees, volunteers and contractors to access. All Agency managers will receive a copy of the Affirmative Action Plan. Managers shall participate and encourage others to participate in the ODF’s activities designed to promote Affirmative Action. As part of their annual performance evaluation, each manager or supervisor shall be evaluated on their effectiveness in promoting the Affirmative Action goals and objectives for ODF.

Responsibilities

All employees have a responsibility to implement and adhere to this plan within the context of the Department’s Working Guidelines. All managers have a responsibility to manage their respective divisions, programs, functions and workforce in accordance with the principles, policies and procedures of this plan, and will be held accountable for their performance.

To help ensure organizational success, the Department’s Executive Team will make necessary decisions, will monitor the accomplishment of this plan on an ongoing basis and will make plan adjustments as necessary.

Agency Diversity and Inclusion Statement

The Oregon Department of Forestry is committed to diversity and inclusion and strives to achieve and maintain a diverse, well-trained work force. The Department seeks to create an all-inclusive work environment in which all employees assist in achieving diversity and affirmative action goals, all are encouraged to meet their full potential, and all consider Forestry as their “employer of choice.” In addition, the Department follows foundational principles called Working Guidelines - statements of behavior that provide for improved information flow and that foster an effective, respectful and trusting work environment.
The Department is committed to pursuing broad applicant pools when filling positions. ODF fully uses technology to reach a broad range of applicants, but also posts job vacancies in venues such as community bulletin boards, to ensure the greatest diversity of applicants.

The Department operates under a “shared leadership” model that empowers employee decision-making processes and seeks win-win solutions.

Agency leadership looks toward the future with a full understanding that succession management, inclusion, human potential, and workforce sustainability are keys to our success.

**Term**

This Affirmative Action Plan is in effect from July 1, 2019 to June 30, 2021.

**Questions**

If you have questions or concerns, please contact Tricia Kershaw, Human Resources Manager at (503) 945-7296 for assistance.

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Peter Daugherty  
State Forester

Agency AA Policy/ DI Statements/ State and Federal Employment Law Documents:

The Oregon Department of Forestry is an Equal Employment Opportunity (EEO) employer. The Department established the “Department of Forestry Equal Employment Opportunity, Affirmative Action and Diversity Directive 0-3-4-300” in February 2012. The Directive provides policy direction of the Oregon Department of Forestry’s commitment to the principles of Equal Employment Opportunity, Affirmative Action, and Diversity. The Directive provides ODF with general standards for implementing EEO and Affirmative Action efforts for its employees and applicants, expectations of maintaining a positive work environment and managing a diverse workforce. It provides a complaint process for ODF employees and applicants for alleged acts or behavior of unlawful discrimination or harassment. It outlines criteria for evaluation of each manager’s performance in meeting EEO, Affirmative Action, and Diversity goals. See Appendix C for more details.

Dissemination:

The Oregon Department of Forestry shall put itself on public record as an Equal Employment Opportunity /Affirmative Action (EEO/ AA) employer and EEO/AA statements will be included on each job announcement. The Department will disseminate the agency’s Affirmative Action Plan and relevant policies, directives, statements and procedures through multiple outlets, all designed to increase the Plan’s accessibility to all employees and partners. Meetings will be conducted with executive, managerial and supervisory personnel to explain the intent of the policy and individual responsibility for effective communication and implementation.

Location:

The Oregon Department of Forestry’s Affirmative Action Plan will be published on the Department’s internal and external web sites and hard copies will be made available in various office locations.

Accessibility:

Copies of the Affirmative Action Plan may be obtained by contacting ODF Human Resources at (503) 945-7200, or by visiting the Department’s web site and selecting the “Reports” section at: www.oregon.gov/ODF/Pages/Reports.aspx.

Complaint Options:

Complaint options provide valuable information to identify potential personnel and policy problems that can then be corrected before issues become more serious. Accordingly, ODF has formal and informal internal complaint processes, and also provides internal and external contact information outlined in the “Department of Forestry Equal Employment Opportunity, Affirmative Action and Diversity Directive 0-3-4-300” (See Appendix C). Statewide policies, as well as ODF’s policies and procedures for complaint intakes, processing, timeframes and next steps continue to provide best practices for addressing complaints (See Appendices A and C for more details).
C. Employment

The employment of a diverse workforce is important in achieving the Department’s Mission and objectives. To achieve a more diverse workforce, the Department achieves Equity via the following employment practices, in compliance with both state and federal requirements.

**Hiring:**

During the employee selection process, the Department follows the Veteran Preference laws and statewide policy. When determining the salary for candidates who are new to state service, the Department conducts a pay-equity analysis. When determining the salary for current state employees who are: a) re-employed to other classifications, b) who are promoting to higher salary range classifications, or c) transferring to different positions, collective bargaining agreements and statewide policies are followed.

**Retention:**

Employee retention decisions are made on the basis of relevant and representative job performance. The Department may also consider employee alignment with its core values, as these values are of critical relevance in achieving the Agency’s Mission and objectives. In addition, ODF’s Employee Recognition Program includes annual Agency Achievement Awards and is also aimed at employee retention. Finally, the Department invites all departing employees from the agency, to complete the ODF Exit Interview Questionnaire. Doing so enables the agency to gather feedback regarding employee experiences and to review any recommendations they may have for changes or improvements.

**Promotion:**

Promotional decisions are based on job-specific relevant and representative qualifications. A standard outline of job duties, qualifications and how to apply are provided for prospective employees using the Statewide Job Opportunities website. Neutral screening and selection criteria are used in an effort to avoid creating barriers to protected class applicants. Documentation of who is interviewed and qualification factors are retained to inform the hiring decision.

**Succession Planning:**

The Department’s succession planning efforts serve to ensure that deliberate, transparent processes are developed and implemented, all towards achieving an increase in the availability of experienced and capable employees who are prepared to assume leadership roles as those roles become available. Forestry’s succession planning efforts are tied to community outreach and engagement, recruitment and selection, training and development, internship opportunities and mentorship opportunities. More discussion on these topics are communicated throughout this report.

Forestry’s Affirmative Action Plan provides insights to the effectiveness of Equity implementation within the Department.
As such, this Affirmative Action report is in support of Equity implementation within the Department. Forestry will augment evidence in support of Equity effectiveness via its forthcoming written Strategic Workforce Plan.

D. Training, Education & Development Plan

Training overview:

Providing ODF employees with training and development opportunities is central to maintaining and improving professional competencies. Accordingly, ODF invests in short-term and long-term employee career growth and development, and promotes educational opportunities that helps the Agency better serve the dynamic and vibrant communities of Oregon.

Succession planning is a high priority at ODF and a Succession Management & Development Workgroup is in place. Succession planning is addressed consistently at all the Agency’s core training programs, is regularly a part of top management’s communication with agency employees and is an important component of empowering its workforce. Diversity, succession management and retention are key aspects of this effort.

Employees:

Diversity is considered a core theme of all training at ODF. Affirmative Action and diversity are covered at the New Employee Orientation, required for all new employees and also at Manager Training, required for all new managers. Diversity training is also an important part of our Agency Leadership Program (ALP), delivered once each biennium, when feasible. Diversity is woven throughout ALP. Recent discussions have focused on generational diversity, gender issues, and communicating with diverse audiences.

We strongly emphasize our Working Guidelines through conversations with employees during the recruitment process, at the time of hire, during New Employee Orientation, during annual performance reviews, and in unit staff meetings to encourage inclusion and improve communications. In addition, the Meyers-Briggs Type Indicator continues to be a tool in various Agency educational settings in an effort to promote greater insight and appreciation for individual differences in the workplace.

Acknowledging that all employees are potential future leaders, the Department also requires that all employees complete the DAS - CHRO Preventing Sexual Harassment training; Domestic Violence, Harassment, Sexual Assault, & Stalking training; and Veterans Preference in Employment training. We have expanded the DAS-CHRO trainings and present it to provide a forum intended to generate dialogue on diversity and valuing differences. In addition, ODF continues to be a sponsor for the Oregon Diversity Conference and employees are encouraged to attend this and other Diversity-related conferences. To enhance outreach to diversity events, ODF publishes a statewide training event calendar on our intranet. The calendar includes diversity events and trainings, and is viewable by any ODF employee.

All trainings are communicated to ODF employees through multiple outlets including, but not limited to, all-forestry emails. The tracking and monitoring of these training, education and
development opportunities is conducted via iLearn Oregon. To date, some return on investments (ROI) of the Department’s various learning opportunities have been self/supervisor-reports of increased understanding and appreciation of individual differences, increased leadership capabilities, and improved relationships. Additional ROI information is provided in section E, below. Enhanced ROI measures and reports will be communicated via ODF’s forthcoming written Strategic Workforce Plan.

Volunteers:

Volunteers represent a distinct part of ODF’s Mission, with the Tillamook State Forest and the Tillamook Forest Center (TFC) constituting the vast majority of ODF’s volunteer opportunities. Although volunteers complete a volunteer application, gender, age, race, ethnicity and regional location demographics are not captured in the application. Volunteers are self-selected, and recruitment activities target volunteer areas of interest. As such, this group is not part of ODF’s recruitment pipeline and collection of demographic data may not serve ODF’s Affirmative Action Plan. However, recruitment of camp hosts – for example – is widespread with advertisements in newspapers, job boards, Good Sam, AARP, etc. No formal education or training is provided to volunteers. However, any required training is to be conducted during volunteer time. In addition, a work group consisting of recreation and TFC staff members is underway to analyze ODF volunteer policies, handbooks, forms, and worker’s compensation coverages.

Contractors/Vendors:

Contracts include standard federal and state statutes and policies related to Affirmative Action and discrimination. No formal education or training is provided to vendors.

E. Leadership Development/ Training Program(s)

EEO data:

ODF utilizes several leadership development programs targeted toward all employee levels. For brevity, only the formal succession planning leadership programs are listed on Table 1. Information regarding additional staff training opportunities and participation is available for audit purposes, as needed.

Table 1 illustrates Leadership Development/Training Programs and EEO data. The data on Table 1 is for the period July 1, 2016 through June 30, 2018. During this period, 19 employees were sent to leadership development programs and some were sent to more than one program. (Current proportion of males, females, people of color and individuals with disabilities is provided in the heading row).
Table 1. Leadership Development/ Training Programs

<table>
<thead>
<tr>
<th>Leadership Program</th>
<th>Employee(s) Classification</th>
<th>Program/ Area</th>
<th>Male (75.5% of workforce)</th>
<th>Female (24.5% of workforce)</th>
<th>POC (5% of workforce)</th>
<th>PWD (.5% of workforce)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ODF ALP</td>
<td>NA</td>
<td>NA</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ASCENT</td>
<td>PEM_E; OPA3; OPA3; NRS4; NRS4; FM2; PAS2.</td>
<td>PF/ SLM; SF/ SLM; PR/ SOA; SF/ SLM; PP/ SLM; PA/ SLM; PA/ SLM.</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Willamette University (Certificate in Public Management)</td>
<td>OPA3; NRS4.</td>
<td>PF/SLM; SF/SLM.</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Pacific Program (Luke Center)</td>
<td>PEM_D; PEM_D; NRS4.</td>
<td>PP/SLM; PF/SLM; SF/SLM.</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Leadership Oregon</td>
<td>PEM_E; PEM_D; DFM; OPA2.</td>
<td>SF/SLM; PF/ SLM; PF/ SOA; PF/SLM.</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PSU Executive Seminar Program for Natural Resources</td>
<td>PEM_F; PEM_E; PEM_D; FM2; FM2.</td>
<td>PF/SLM; PR/ SOA; PR/ NOA; SF/ SLM; IT/ SLM.</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>NA</td>
<td>NA</td>
<td>18</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Note.** Acronym deciphering flows left to right; NA = Not Applicable; PEM = Principal Executive Manager; DFM = District Forest Manager; OPA = Operations and Policy Analyst; NRS = Natural Resource Specialist; FM = Forest Manager; PAS = Public Affairs Specialist; PF = Private Forests Division; SLM = Salem; SF = State Forests Division; PR = Protection Division; SOA = Southern Oregon Area; PP = Partnership & Planning Program; PA = Public Affairs Program; NOA = Northwest Oregon Area; IT = Information Technology Program; POC = People of Color; PWD = People with Disabilities.

**Results of Development/Training Program:**

Program participants are tracked to ensure a number of outcomes: retention to agency, career advancement, employee satisfaction with the program, and agency support for the program. All participants indicated favorable experiences and satisfaction with their program of choice. Of the 19 participants who attended leadership development and training programs, 18 were retained and five received promotions. Employee gender, POC and PWD status, as well as classification, program and geographical area representation, illustrate multiple facets of participant diversity. Tracking and maintaining POC and PWD data continues to be difficult, as the reporting of this information is not mandatory. Forestry remains committed to promoting these learning programs and will continue to track and maintain all relevant data to help bolster Affirmative Action efforts. Enhanced program results and ROI measures will be communicated via ODF’s forthcoming written Strategic Workforce Plan.
F. Programs

The following activities play a major role in moving the agency toward its Affirmative Action goals as well as building a foundation for future efforts to diversify the workforce.

Internship Program(s):

Providing students a learning opportunity and career exploration in natural resources is a high priority at ODF and is also linked to its succession planning efforts. ODF’s intern program primarily focuses on attracting college students to the Department for employment opportunities in a natural resource setting. We believe the intern program can provide a viable applicant pool of protected-class candidates for future opportunities, as well as a valuable network with university counselors and students.

ODF’s Salem program units (e.g., Public Affairs) have provided several administrative internship opportunities for local college, and graduate level students during the summer months. These internship appointments provide a valuable work experience and exposure to the natural resources/forestry programs. The Department remains committed to continuing to provide these opportunities as appropriate, available and feasible.

Parallel to ODF’s intern program, the Tillamook Forest Center (TFC) received funding from Oregon Parks and Recreation Department, beginning in 2010 and continuing through the present to support intern and seasonal positions focusing on Forestry Education and Interpretation. However, due to funding constraints, the decision was made to cut the paid intern positions beginning in 2018. Seasonal positions remain and are an integral part of the TFC operations. In lieu of paid internships, the TFC is planning to coordinate with nearby colleges to offer internships for credit. In addition, the TFC has a cooperative agreement with Pacific University to have university-sponsored work study interns working in visitor services/information desk support during the school year. Typically, those students work one day a week for up to 18 weeks per year. Forestry remains committed to providing internship opportunities, as appropriate, available and feasible.

Mentorship Program(s):

ODF’s mentorship program was established in 2000, in anticipation of workforce attrition. The purpose of the program is to capture, enhance and maintain agency history, relationships and workforce standards. Additional program objectives include attracting and retaining top talent, passing on institutional knowledge, and developing a diverse, well-trained, and highly motivated workforce.

Due to budget and position constraints, the utilization of a formal mentoring program continues to be examined by the Department’s Executive Team, through the lens of succession management and strategic workforce planning. Nevertheless, ODF encourages employees to participate in the DAS-CHRO Mentorship Program, in an effort to augment internal capacity for formal mentoring opportunities when available, appropriate and feasible.
Informal mentoring continues to play an important role in ODF employee development. ODF leadership remains open to establishing mentoring relationships, and employees are encouraged to network and find mentors within the agency and our association partners. Additionally, the Agency’s use of cross-functional teams through participation in the Fire Protection Division has over the years created many networking and mentoring opportunities for the Department’s workforce.

**Diversity Awareness Program(s):**

ODF’s diversity initiative is aimed at, a) creating an inclusive work environment, b) encouraging each employee to reach their full potential and c) establishing ODF as the “Employer of Choice.” Accomplishment of the diversity efforts in conjunction with a strong recruiting and succession planning efforts will provide the impetus for continued diversification of ODF’s workforce.

In the summer of 2018, the Agency established a Government-to-Government (G2G) Workgroup to promote and enhance G2G relationships with Oregon’s tribal governments early and often during the development and implementation of programs that may affect tribes. This Workgroup is represented by a program, position and geographically diverse workforce. Representation includes, but is not limited to: the ODF Deputy State Forester, the Southern Oregon Area Director, the IT Program Director, The Tillamook Forest Center Director, the Forests Practices Act Field Support Coordinator and the Organizational Development Manager. See Appendix C, for the G2G Executive Order and Directive; as well as the G2G Directive.

ODF’s Employee Recognition Program promotes diversity awareness via the annual Agency Achievement Awards. Specifically, through the Department’s Workforce Diversity Award. The Workforce Diversity Award, recognizes the extent to which an employee models diversity principles, exhibits a proactive attitude and action toward diversity issues in the workplace with their own behaviors; as well as encouraging support of diversity and Affirmative Action goals by fellow employees and efforts related to diversity that have consistently helped to further ODF’s vision and programs.

Continued education, training and development opportunities play a critical role in enhancing personnel knowledge, skills and abilities to better serve the dynamic and vibrant communities of Oregon. Accordingly, the Department is a sponsor of the annual Statewide Diversity & Inclusion Conference. Communication regarding the conference is regularly initiated by the State Forester, and ongoing communication regarding the conference is conducted by the Organizational Development Manager, until all seats are filled. Additional diversity awareness training events include: 7 Habits of Highly Effective People, Preventing Sexual Harassment, Maintaining a Professional Work Place, Workplace effects on Domestic Violence, Sexual Assault & Stalking, etc.

In the fall of 2018, ODF augmented diversity awareness to include Board of Forestry members. Specific augmentations include BOF members being familiar with, a) ODF’s Affirmative Action Policy Statement, b) ODF’s Diversity & Inclusion Statement, and c) points of contact for ODF’s Affirmative Action Plan and personnel complaints. BOF members are also required to complete the DAS – CHRO Preventing Sexual Harassment training.

Although ODF does not have a formal diversity council, diversity awareness topics are woven into the agendas of ODF’s Leadership Team (LT) meetings and the Agency Leadership Program...
(ALP) for discussions. Please see the “Roles for Implementation of Affirmative Action Plan” section for more details.

G. Community Engagement

The Department engages with community-based organizations, private and public sectors, K-12 schools, higher education institutions and other organizations to model an inclusive environment. Forestry’s commitment to community engagement encompass short-term and long-term initiatives.

Short-term community engagement initiatives target a variety of audiences and settings. For instance, ODF has conducted outreach efforts pertaining to Oregon’s veterans. Such activities have involved making contacts with various military installations, including the Portland Air National Guard Base and the Army National Guard Headquarters in Salem. We have also attended the Joint Transition Assistance Program career fair for Oregon Army soldiers returning from Afghanistan deployments. In addition, ODF recruiters have participated in a veterans job fair, and also continue to have an open dialogue with the Department of Veteran Affairs for elaboration on transferrable veteran skills.

ODF recruiters and supervisors have also engaged in recurring efforts to make on-campus visits for job/career fair events at educational institutions. Some of the event sites include Oregon State University - Society of American Foresters Job Fair; Washington State University - Career Expo; University of Idaho Career Fair; University of Oregon - Environmental Connect; Career Connections/Salem Chamber of Commerce – Blanchet Catholic School & Walker Middle School; Career Day, Houck Middle School; FFA State Convention - Career Fair; DePaul Industries; and Claggett Creek Middle School. During these events, students have been provided insights to a career in forestry, as well as tips for submitting applications and additional job-related materials.

The Department is also engaged in a variety of efforts to integrate its diversity, equity and inclusion practices across a variety of organizational settings. For instance, ODF’s Organizational Development Manager has provided equity training during the Governor’s Affirmative Action Office (GAAO) meetings, during the Frontliners Conference and to the Oregon State Marine Board. Doing so has consisted of sharing current and future equity practices with different audiences, as practiced at ODF. These trainings have enhanced participant critical thinking pertaining to the improvement of organization-specific equity and compliance initiatives. These trainings have also resulted in an increased appreciation for individual differences and also a greater appreciation for differing communication styles, decision making styles and more.

The Agency has long recognized the need to address a long-term approach for developing future interest in ODF employment. Exposure to a natural resource agency as a potential career choice needs to be addressed at the K-12 grades in Oregon. Forestry has developed several options that will increase exposure of urban students to natural resource issues and potentially to natural resource careers.

Our Tillamook Forest Center provides a favorable setting for field trips, education and exposure
of natural resources/forestry to the general public. The TFC sees a diverse audience of over 50,000 visitors per year (non-school groups). The center’s focus on history of the Tillamook State Forest along with ODF practices connects visitors (including many families with young children) with Oregon’s natural resources and forestry. Through exhibits, formal programs, and non-formal encounters with TFC staff, visitors make connections to ODF, the forest and natural resource management.

During 2016, the TFC enhanced its relationship with local tribes. In partnership with the Chachalu Cultural Center at Grande Ronde, the TFC showcased the tribe’s fascinating exhibit “Our Story”, a look at indigenous culture and the forest during the month of September. As a culminating event for the public, artists, craftspeople, dancers, and other members of the Confederated Tribes of Grand Ronde joined us for a day of cultural celebration at the TFC.

In 2018, ODF recreation and TFC staff members began collaborating with Vive North West (Vive NW) to help encourage Latino visitors to visit and become involved with the Tillamook State Forest. Vive NW created an informational video featuring recreation, education, and interpretation opportunities and stewardship messages in the Tillamook State Forest (TSF). A hiking outing in June for Latinos brought 30 people from as far away as Eugene to the TFC/TSF. A July Vive NW volunteer work party assisted with trail work and made plans to assist with other ODF volunteer work party efforts in October. Vive NW is also looking at sponsoring an ongoing work party. In the fall, the Vive NW director will do a cultural awareness/training workshop for REI staff.

TFC staff also conduct trainings for other organizations’ employees in mission-based customer service and certification as an interpretive guide in association with the National Association for Interpretation. Also, TFC staff participate the National Association for Interpretation’s annual conference, which provides outreach opportunities for both education and recruitment. In addition, the TFC Director is a member of the Oregon Environmental Literacy Program Team (through Oregon State University), which gives significant weight to DEI in all decisions.

The Department also partners with Keep Oregon Green (KOG) Association to conduct wildfire prevention education and outreach. KOG is located on the ODF Salem campus, and its mission is to promote healthy landscapes and safe communities by educating the public of everyone’s shared responsibility to prevent human-caused wildfires. KOG delivers programs that encourage interface residents to work together in their local communities to be fire-adapted. This work also targets recreationists who travel to hunt, camp, bike and ride on public lands. KOG has a two-pronged approach: first, as a statewide marketing agent (e.g. TV, radio, billboards, road signs, and website), and second as a partner and resource provider for local fire districts and fire prevention cooperatives. KOG educates professionals and the public through community workshops, conferences, K-12 school programs, and a web-based prevention curriculum for youth.

During the 2017 – 2019 biennium, ODF supervisors proactively partnered with local communities to provide awareness around employment opportunities in Forestry. For instance, ODF’s Private Forest Monitoring Manager participated in the Auburn Elementary Career Fair. This outreach resulted in providing Auburn Elementary students forestry career materials and
greater insights to ODF’s monitoring unit. In addition, ODF’s Seed Orchard manager participated in the Jesuit High School Career Day. In doing so, Jesuit High School students were provided insights to forestry-related professions across private industry, state and federal jobs. In addition, ODF also participates in the statewide annual “Take Our Kids to Work Day.” This often takes place by conducing tours of the ODF Salem campus and field offices. The Department also provides activities for children during the day to provide exposure, education and awareness of forestry/fire/natural resource careers and exploration.

The Department also participates in the Oregon State Fair at the ODF State Fair booth. During this high-profile event, employees share about the importance of Oregon’s forests and the Department’s work of stewardship in forestry. ODF plans to make a good-faith effort to engage in the aforementioned activities, as appropriate, available and feasible.

H. Update: Governor’s Executive Order 17-11 Updates

Respectful Leadership Training (Equity, Diversity & Inclusion), and Sexual Harassment:

The Department’s Respectful Leadership Training consists of variety of Training & Development opportunities, as per section D “Training, Education, and Development Plan” and section E “Leadership Development/Training Program(s)” of this report. In addition, during the 2017 – 2019 biennium, ODF’s Executive Team and Leadership Team received training on: Leveraging Power and Privilege; Employee Engagement to build Diversity and Inclusion; Diversity, Equity and Inclusion for Leaders; as well as a series of trainings on Exploring ODF’s AAP. Please see the “Roles for Implementation of Affirmative Action Plan” section for more details.

Statewide Exit Interview Survey:

ODF invites all departing employees from the agency, verbally or in writing, to complete the State of Oregon Statewide Exit Interview Survey.

Performance Evaluations of all Management Personnel:

Affirmative Action and managing for a diverse workplace are a part of ODF manager's duties and responsibilities. During their annual performance appraisal, management personnel are evaluated on their efforts and success in promoting these important concepts. Please refer to Appendix C for the criteria related to performance evaluations of all management personnel. Specifically, the “Department of Forestry Equal Employment Opportunity, Affirmative Action and Diversity Directive 0-3-4-300.”

I. Status of Contracts to Minority Businesses (ORS 659A.015)

In accordance to ORS 659A.015, ODF is reporting the contracts with minority businesses from the period July 1, 2016 through June 30, 2018.

Business Oregon’s Certification Office of Business Inclusion and Diversity (COBID) manages the certification and processing of firms formerly under Oregon Minority, Women, Emerging
Small Businesses (OMWESB) and now includes Service Disabled Veteran business owners under COBID. Please see Table 2 for the status of contracts to Minority Businesses.

Table 2. Status of Contracts to Minority Businesses

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Contract Expenditures (Total contract budget)</td>
<td>$12,601,116</td>
</tr>
<tr>
<td>Total number of contracts</td>
<td>216</td>
</tr>
<tr>
<td>Total number of contracts with COIBID firms</td>
<td>7</td>
</tr>
<tr>
<td>Total Contract Dollars Spent with COBID contracts</td>
<td>$345,882.76</td>
</tr>
</tbody>
</table>

ODF remains committed to contracting with Minority Businesses. During the 2019 - 2021 biennium, ODF will continue to make a good faith effort to contract with minority businesses.
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III – ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

Below are the specific engagement and innovative Affirmative Action activities of the State Forster, the Leadership Team, managers and supervisors and the Affirmative Action Representative. The listed activities are from the period July 1, 2016 through June 30, 2018.

State Forster

The State Forster has committed the Department to a policy of Equal Employment Opportunity and Affirmative Action, and maintains an active interest in the attainment of the Department's Affirmative Action goals and objectives. Accordingly, the State Forster, in alignment with 2017 – 2019 AAP, initiated a transformational equity experience – all towards achieving and augmenting ODF’s Affirmative Action goals and objectives. As a result, the Department experienced a cascading effect pertaining to enhanced Affirmative Action Planning.

Acknowledging that ODF does not have a diversity and inclusion committee, and that the Department lacks the capacity to establish such a committee, the State Forster declared all topics related to diversity, equity and inclusion as high priority items during all 2017 Leadership Team (LT) meetings. The Department’s LT provides a variety of senior functions that includes surfacing needs and issues for discussion and resolution, and providing input and discussion on policy, strategy and priority. Hence, utilizing LT meetings for addressing equity topics is not only appropriate, but also critical to the successful institutionalization and improvement of all ODF’s AAP efforts.

The State Forster also provided leadership for updating the Department’s core values to include “Diversity, equity, and inclusion in all aspects of our business.” The Department’s core values were revised and formalized on March 2018 (See page five of this report). The State Forster has continued shaping ODF’s equity culture, through actions such as touring tribal forestlands, meeting tribal councils and attending Legislative Commission on Indian Services meetings – all towards affirming the Department’s commitment for growing and strengthening Government-to-Government relations. In addition, the State Forster has called upon Department leadership to administer the DAS – CHRO Preventing Sexual Harassment training to all employees during formal trainings and other settings.

Leadership Team & Managers and Supervisors

The Leadership Team includes the Executive Team, program directors, and district foresters. The Leadership Team, in addition to managers and supervisors are responsible for full implementation of the Affirmative Action Plan, within their areas of responsibility.

In accordance to the State Forster’s direction, ODF’s Leadership Team addressed Affirmative Action topics during the 2017 – 2019 biennium. These activities were initiated with a series of trainings on: Leveraging Power and Privilege; Employee Engagement to build Diversity and Inclusion: Diversity, Equity and Inclusion for Leaders; Leadership and Diversity; as well as a series of trainings on Exploring ODF’s AAP. Part of this equity educational experience included
LT members holding similar discussions and trainings with their managers, supervisors and staff. As a result, the Department enhanced Affirmative Action awareness and effectively secured Agency-wide suggestions for enhancing ODF’s AAP. These suggestions are captured on section V of this report.

In alignment with ODF’s Government-to-Government efforts, in the summer of 2018, ODF’s Deputy State Forester/Tribal Liaison established a Government-to-Government Workgroup towards promoting and enhancing G2G relationships with Oregon’s tribes early and often during the development and implementation of programs that may affect tribes. This workgroup is represented by a program, position and geographically diverse workforce. Representation includes the Deputy State Forester, the Southern Oregon Area Director, the IT Program Director, The Tillamook Forest Center Director, the Forests Practices Act Field Support Coordinator and the Organizational Development Manager.

Additional G2G efforts include engaging in ongoing learning and development opportunities. These opportunities often transpire by attending state-tribal meetings and by attending Legislative Commission on Indian Services (LCIS) meetings. Formal members of the state-tribal Natural Resources Cluster Committee and the Cultural Resources Cluster Committee include: The Deputy State Forester, Southern Oregon Area Director, Forest Practices Act Field Coordinator and the Organizational Development Manager. In addition, the Department encourages other employees to attend these state-tribal meetings, in an effort to enhance G2G relations, expose more employees to meeting content; as well as promote mentoring and the maintenance of institutional knowledge related to G2G efforts.

The Department is also an active participant of the annual LCIS summit/training and recently sponsored an employee’s participation in PSU’s Professional Certificate in Tribal Relations. Moreover, the Department’s divisions send employees to the Oregon Parks and Recreation Department - Archaeological Awareness Training, and also include additional trainings about cultural resource protection. The Department is committed to continuing all the aforementioned activities, as appropriate, available and feasible during the 2019 – 2021 biennium.

Affirmative Action Representative

The Organizational Development Manager serves as the Department’s Affirmative Action Representative and is responsible for the development and maintenance of ODF’s AAP and for facilitating the institutionalization of the AAP goals and objectives.

In alignment with the State Forester’s direction and in consultation with the Human Resources Director, the Organizational Development Manager designed and advanced the learning strategy for progressing ODF’s AAP efforts. This long-term strategy was initiated with the development and publishing of ODF’s 2017 – 2019 AAP. Next was creating a positive AAP climate with LT via interactive trainings pertaining to: Leveraging Power and Privilege; Employee Engagement to build Diversity and Inclusion; and Diversity, Equity and Inclusion for Leaders. Part of this strategy included recruiting various equity subject matter experts to facilitate equity trainings (e.g., the Governor’s Office Affirmative Action Manager, a minority-owned business trainer, and a DAS performance strategist). These activities were followed by orienting LT to ODF’s AAP
via multiple AAP workshops; as well as by empowering LT members to hold similar discussions with managers, supervisors and staff – all towards securing collective input on advancing ODF’s AAP. This action-oriented learning experience was enhanced via an LT workshop on Leadership & Diversity. Here, LT members prioritized Department-wide action items for the 2019 - 2021 AAP. As a result, priority items from these efforts are reflected in section V of this report.

In an effort to align federal, state and Department requirements related to equity and compliance, the Organizational Development Manager regularly attends the Governor’s Affirmative Action Office (GAAO) meetings, has provided the GAAO consultation on Executive Order 17 – 11, serves as the budget chair for the Statewide Diversity & Inclusion Conference, and is a key member of multiple committees (e.g., Government-to-Government Workgroup, state-tribal Cultural Resources Cluster Committee, the Succession Management Committee, Statewide Training Community, and chairs the Strategic Workforce Planning Committee). The Organizational Development Manager also provides ODF’s LT Planning Committee advice on including AAP topics in LT meetings, and participates in other training cadres.

By and large, the Organizational Development Manager collaborates with Department leadership, staff, partners and stakeholders to help align and advance equity practices throughout the Agency. Doing so helps provide the optimal conditions for infusing an equity lens throughout the Department’s core business and for helping advance the ongoing diversification of the Department’s workforce and workforce practices. The Department remains committed to continuing all the aforementioned efforts, as appropriate, available and feasible during the 2019 – 2021 biennium.

All Employees

All employees have a responsibility to implement and adhere to this plan within the context of the Department’s Working Guidelines. All managers have a responsibility to manage their respective divisions, programs, functions and workforce in accordance with the principles, policies and procedures of this plan, and will be held accountable for their performance.
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IV – JULY 1, 2016 – JUNE 30, 2018 ACCOMPLISHMENTS AND PROGRESS MADE OR LOST SINCE PREVIOUS BIENNIAL

A. Accomplishments for current biennium

During the 2017 - 2019 biennium, ODF has been involved with activities to attract and retain a diverse workforce and has met parity in some Equal Employment Opportunity (EEO) categories.

The charts below show the changes in numbers for women, people of color, and people with disabilities, between the 2017-2019 and 2019-2021 biennia. The total number of ODF employees decreased from 1,069 in July 2016, to 1,050 in July 2018.

The information in the charts below came from the Affirmative Action Progress Reports provided by the Department of Administrative Services (DAS).

B. Progress made or lost since previous biennium

Prior Biennia Goals: In order to focus agency effort, short-term goals for 2017-2019 were set for those job groups for which an analysis was done. These were deemed critical groups that influence how the entire Department performs, as follows:

Middle Management (A01), Upper Management (A02), Natural Resource Professionals (B08): The Department's goal for 2017-2019 was to fill positions in the A01, A02 and B08 job groups at the B08 (i.e., pipeline feeder classification) parity percentages for women (25.1%), people of color (7.2%) and people with disabilities (6%).

Protective Service Workers (D01) [Wildland Fire Suppression Specialist, Wildland Fire Suppression Specialist (Entry), Laborer/Student Worker]: The Department's goal for the D01 job group was to first increase the rate of women found in the [Wildland Fire Suppression Specialist, Wildland Fire Suppression Specialist (Entry), and Laborer/Student Worker] feeder classifications to a rate of 25.1% (i.e., B08 parity percentage for women). Second, the Department set a goal for the overall Protective Service Worker (D01) job group at 14.8%. This metric is comparable to the July 2016 number of women in the Wildland Fire Suppression Specialist Entry classification at 14.8%, which is the highest percentage of women of the three pipeline feeder classifications as mentioned above.

Service Maintenance (H00) [(Wildland Fire Suppression Specialists)]: The Department's goal for the Service Maintenance (H00) job group was to increase the number of women in the firefighting portion of this job group. Our goal was to hire women firefighters at the Natural Resource Professionals (B08) parity percentage for women (25.1%).
Table 3 depicts data illustrating progress made or lost for Women since the previous biennium.

<table>
<thead>
<tr>
<th>EEO-4 Category</th>
<th>17-19 Total Employees</th>
<th>17-19 Number Women</th>
<th>17-19 % of Workforce</th>
<th>19-21 Total Employees</th>
<th>19-21 Number Women</th>
<th>% Change in Number of Women</th>
<th>19-21 % of Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Officials/Administrators</td>
<td>47</td>
<td>12</td>
<td>25.5%</td>
<td>47</td>
<td>11</td>
<td>-8.33%</td>
<td>23.4%</td>
</tr>
<tr>
<td>B. Professionals</td>
<td>356</td>
<td>78</td>
<td>21.9%</td>
<td>342</td>
<td>81</td>
<td>3.85%</td>
<td>23.7%</td>
</tr>
<tr>
<td>C. Technicians</td>
<td>38</td>
<td>4</td>
<td>10.5%</td>
<td>39</td>
<td>3</td>
<td>-25.00%</td>
<td>7.7%</td>
</tr>
<tr>
<td>D. Protective Service Workers</td>
<td>116</td>
<td>7</td>
<td>6.0%</td>
<td>115</td>
<td>7</td>
<td>0.00%</td>
<td>6.1%</td>
</tr>
<tr>
<td>F. Administrative Support</td>
<td>130</td>
<td>110</td>
<td>84.6%</td>
<td>126</td>
<td>107</td>
<td>-2.73%</td>
<td>84.9%</td>
</tr>
<tr>
<td>G. Skilled Craft Workers</td>
<td>17</td>
<td>1</td>
<td>5.9%</td>
<td>17</td>
<td>0</td>
<td>0.00%</td>
<td>0.0%</td>
</tr>
<tr>
<td>H. Service Maintenance</td>
<td>365</td>
<td>51</td>
<td>14.0%</td>
<td>364</td>
<td>48</td>
<td>-5.88%</td>
<td>13.2%</td>
</tr>
<tr>
<td>TOTAL AGENCY</td>
<td>1069</td>
<td>263</td>
<td>24.6%</td>
<td>1050</td>
<td>257</td>
<td>-2.28%</td>
<td>24.5%</td>
</tr>
</tbody>
</table>

Women Data Analysis
Reported for the 2017-2019 biennium from June 2016 statistics, women comprised 24.6 percent of ODF’s workforce. Reported for the 2019-2021 biennium using June 2018 statistics, women comprise 24.5 percent of ODF’s workforce. A decrease in the number of women in concert with a decrease of the total workforce resulted in a decline of 0.1 percent from the previous biennium. At the same time, there was an increase in the following EEO category: Professionals (i.e., an incline of 3.85 percent). The EEO categories where decreases occurred over the course of the 2017-2019 biennium were in the following job categories: officials/administrators, technicians, administrative support, and service maintenance (see Table 3).

Table 4 depicts data illustrating progress made or lost for people of color since the previous biennium.

<table>
<thead>
<tr>
<th>EEO-4 Category</th>
<th>17-19 Total Employees</th>
<th>17-19 Number People of Color</th>
<th>17-19 % of Workforce</th>
<th>19-21 Total Employees</th>
<th>19-21 Number People of Color</th>
<th>% Change in Number of People of Color</th>
<th>19-21 % of Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Officials/Administrators</td>
<td>47</td>
<td>3</td>
<td>6.4%</td>
<td>47</td>
<td>3</td>
<td>0.0%</td>
<td>6.4%</td>
</tr>
<tr>
<td>B. Professionals</td>
<td>356</td>
<td>20</td>
<td>5.6%</td>
<td>342</td>
<td>18</td>
<td>-10.0%</td>
<td>5.3%</td>
</tr>
<tr>
<td>C. Technicians</td>
<td>38</td>
<td>2</td>
<td>5.3%</td>
<td>39</td>
<td>1</td>
<td>-50.0%</td>
<td>2.6%</td>
</tr>
<tr>
<td>D. Protective Service Workers</td>
<td>116</td>
<td>13</td>
<td>11.2%</td>
<td>115</td>
<td>8</td>
<td>-38.5%</td>
<td>7.0%</td>
</tr>
<tr>
<td>F. Administrative Support</td>
<td>130</td>
<td>10</td>
<td>7.7%</td>
<td>126</td>
<td>4</td>
<td>-60.0%</td>
<td>3.2%</td>
</tr>
<tr>
<td>G. Skilled Craft Workers</td>
<td>17</td>
<td>2</td>
<td>11.8%</td>
<td>17</td>
<td>2</td>
<td>0.0%</td>
<td>11.8%</td>
</tr>
<tr>
<td>H. Service Maintenance</td>
<td>365</td>
<td>33</td>
<td>9.0%</td>
<td>364</td>
<td>17</td>
<td>-48.5%</td>
<td>4.7%</td>
</tr>
<tr>
<td>TOTAL AGENCY</td>
<td>1069</td>
<td>83</td>
<td>7.8%</td>
<td>1050</td>
<td>53</td>
<td>-36.1%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

People of Color Data Analysis
Reported for the 2017-2019 biennium from June 2016 statistics, employees of color who chose to disclose this voluntary information comprised 7.8 percent of ODF’s workforce. Reported for the
2019-2021 biennium using June 2018 statistics, employees of color who chose to disclose the voluntary information comprised 5 percent of ODF’s workforce. A decrease in the number of people of color in ODF’s workforce in concert with a decrease in total employment resulted in a decrease of 2.8 percent from the previous biennium. The EEO job categories where decreases occurred were: professionals, technicians, protective service workers, administrative support, and service maintenance (see Table 4). There is still work required to reach parity in several of the categories.

Table 5 depicts data illustrating progress made or lost for people with disabilities since the previous biennium.

<table>
<thead>
<tr>
<th>EEO-4 Category</th>
<th>17-19 Total Employees</th>
<th>17-19 Number Employees with Disabilities</th>
<th>17-19 % of Workforce</th>
<th>19-21 Total Employees</th>
<th>19-21 Number Employees with Disabilities</th>
<th>% Change in Number Employees with Disabilities</th>
<th>19-21 % of Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Officials/Administrators</td>
<td>47</td>
<td>1</td>
<td>2.1%</td>
<td>47</td>
<td>0</td>
<td>-100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>B. Professionals</td>
<td>356</td>
<td>6</td>
<td>1.7%</td>
<td>342</td>
<td>3</td>
<td>-50.0%</td>
<td>0.9%</td>
</tr>
<tr>
<td>C. Technicians</td>
<td>38</td>
<td>0</td>
<td>0.0%</td>
<td>39</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>D. Protective Service Workers</td>
<td>116</td>
<td>0</td>
<td>0.0%</td>
<td>115</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>F. Administrative Support</td>
<td>130</td>
<td>1</td>
<td>0.8%</td>
<td>126</td>
<td>0</td>
<td>-100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>G. Skilled Craft Workers</td>
<td>17</td>
<td>2</td>
<td>11.8%</td>
<td>17</td>
<td>2</td>
<td>0.0%</td>
<td>11.8%</td>
</tr>
<tr>
<td>H. Service Maintenance</td>
<td>365</td>
<td>0</td>
<td>0.0%</td>
<td>364</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>TOTAL AGENCY</td>
<td>1069</td>
<td>10</td>
<td>0.9%</td>
<td>1050</td>
<td>5</td>
<td>-50.0%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

**Employees with Disabilities Data Analysis**

Reported for the 2017-2019 biennium from June 2016 statistics, employees with disabilities who chose to disclose this voluntary information comprised 0.9 percent of ODF’s workforce. Reported for the 2019-2021 biennium using June 2018 statistics, employees with disabilities who chose to disclose the voluntary information comprised 0.5 percent of ODF’s workforce. There was a decrease in the number of employees with disabilities from 10 to 5.

We believe that there are a higher percentage of employees with disabilities than represented by current data. The records presently do not reflect the agency’s formal accommodation of individuals through reasonable accommodation and individuals who have sustained a permanent disability via the workers’ compensation process.

During the 2019-2021 biennium, efforts will continue to be focused on attracting and retaining a diverse workforce, including women, people of color, and people with disabilities.
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V – JULY 1, 2019 – JUNE 30, 2021 GOALS AND STRATEGIES

A. Goals for Forestry’s Affirmative Action Plan

In order to focus our efforts, short-term goals for 2019-2021 have been set for only those job groups for which an analysis was done. These are critical groups and will influence how the entire Department performs.

Middle Management (A01), Upper Management (A02), Natural Resource Professionals (B08):

The Department's goal is to fill positions in the A01, A02 and B08 job groups at the B08 (i.e., pipeline feeder classification) parity percentages for women (25.1 percent), people of color (7.2 percent) and people with disabilities (6 percent).

Security Officer (D01) [Forest Officer/Forest Officer (Entry)]:

The Department's goal for the D01 job group is to first increase the rate of women found in the Wildland Fire Suppression Specialist, Wildland Fire Suppression Specialist (Entry), and Laborer/Student Worker] feeder classifications to a rate of 25.1 percent (i.e., B08 parity percentage for women). Second, set the Department goal for the overall Security Officer (D01) job group at 14.8 percent. This metric is comparable to the July 2016 number of women in the Wildland Fire Suppression Specialist Entry classification at 14.8 percent; while July 2018 data reflects 18.84 percent female representation in this classification. This is the highest proportion and percentage of women of the three pipeline feeder classifications as mentioned above.

Service Maintenance (H00) [(Wildland Fire Suppression Specialists)]:

The Department's goal for the Service Maintenance (H00) job group is to increase the number of women in the firefighting portion of this job group. Our goal will be to hire women firefighters at the Natural Resource Professionals (B08) parity percentage for women (25.1 percent).

B. Strategies and Timelines for achieving goals

Problem Analysis and Action Plan

Due to budgetary constraints, Oregon has often faced the difficult decision of imposing hiring freezes on its state agency’s (e.g., on Dec. 13, 2011, Gov. John Kitzhaber ordered state agencies to suspend all but essential hiring; on April 20, 2017 Gov. Kate Brown ordered state agencies to suspend all but essential hiring). In addition, hiring freeze exception criteria and procedures have been imposed on ODF in an effort to align with budgetary constraints. The subsequent consequences of such statewide budgeting shortfalls and hiring freezes have hindered the Agency’s ability to recruit and select employees during economically difficult times. Hence, the most prevalent problem facing state government and the Department in the achievement of Affirmative Action goals and plans today is recruitment and retention barriers created by less than stellar compensation plans (particularly for employees hired prior to the implementation of HB 2005) and poor budgetary decisions related to workforce capacity and compensation.

The following job groups represent the most significant areas in need of improvement due to the large number of employees in these job groups. In addition, the Upper Management (A02) group includes the formal leaders of the organization, and the Middle Management (A01), and
Natural Resource Professionals (B08) groups serve as an applicant pool for professional and management positions in the Department.

**Middle Management (A01):** (consists of 17 employees in Principal Executive/Manager A and C, and District Forest Manager positions)

This job group is underutilized in people of color, people with disabilities and to a lesser extent, women.

**Discussion:** The Principal Executive/Manager A and C, and District Forest Manager positions make up 58 percent of the jobs in this group and nearly 80 percent of these positions require a natural resources background with an emphasis in forestry. The Natural Resource Professionals (B08) group, which is underutilized in people with disabilities, people of color and women, is a prime source of candidates for the Middle Management (A01) positions. Since 2010 this job group has increased in the number of women from 13.3 to 23.5 percent, as of June 30, 2018.

Continued efforts are necessary to continue to make positive gains towards the attainment of our goals.

**2019 – 2021 Actions:**

- Continue to identify those positions for which forestry knowledge is not necessary or a minimal requirement and use the open competitive method for recruitment.
- Use the open competitive process whenever possible when recruiting for positions that require a forestry background.
- Improve Natural Resource Professionals (B08) representation of women and persons of color since this group provides a large percentage of the candidates for the Principal Executive/Manager A and C, and District Forest Manager positions.
- Provide management-related training to all employees, for the purpose of enhancing awareness of recruitment, diversity and workplace conduct topics (e.g., Veteran Preference in Employment, Preventing Sexual Harassment, Domestic Violence, Harassment, Sexual Assault, & Stalking, etc.); as well as to help increase the pool of employees to take on leadership roles, as those roles become available.

**Upper Management (A02):** (consists of 32 employees in Principal Executive/ Manager D, E, F, G, and H, and Area Forest Manager positions)

This job group is underutilized in people of color, people with disabilities and to a lesser extent, women.

**Discussion:** This job group represents the Executive Staff, Program Directors, and Area Directors of the Department. Nearly 71 percent of these positions require at least a natural resource background but not necessarily a forestry background. While some improvement has occurred in this job group over the years, the changes have been small. Since 2010, the percent of women has fluctuated 28.1 to 23.3 percent in 2018. The number of qualified candidates outside the department is limited for this job group in the natural resource field. The primary reason is that affirmative action candidates with the experience needed for these high-level positions are usually in secure positions with other agencies/companies and are difficult to recruit. In addition, Middle Management (A01) and Natural Resource Professionals (B08) groups provide many of the qualified candidates, which they are both underutilized.
2019 – 2021 Actions:

- Continue to identify those positions for which a natural resource background is not necessary and use the open competitive process to recruit.
- On an on-going basis, aggressively seek out top-notch protected class managerial candidates both inside and outside of state government, through professional networking and other avenues.
- Use the open competitive process whenever possible when recruiting for natural resource positions.
- Improve the representation of women, people of color, and people with disabilities in Middle Management (A01) and Natural Resource Professionals (B08) job categories.
- Increase the representation of protected class individuals in Leadership Development/Training Programs, as per section E of this report. In particular ODF’s Agency Leadership Program.

Natural Resource Professionals (B08): (consists of 263 employees and of those employees, 257 are in Natural Resource Specialist 1, 2, 3, and 4, Wildland Fire Supervisor, Forest Manager 1 and Forest Manager 2 positions)

This job group is underutilized in people of color, people with disabilities and to a lesser extent, women.

Discussion: This is the largest job group in the Department and makes up approximately 46.6 percent of the permanent workforce. These jobs require forestry experience and/or natural resource degrees with an emphasis in forestry. This is an extremely important job group because it provides the forestry technical expertise of ODF and it is a primary source of qualified candidates for Middle Management (A01) and Upper Management (A02) job groups. Although the number of women increase from 42 in June 2016, to 43 in June of 2018, we are still below our parity goal for women (25.10 percent). Increasing the number of women will remain a targeted effort. The number of people of color has also gradually decreased from 16 during the 2017 -2019 biennium to 14 during the 2019 - 2021 biennium. Increasing the number of people of color will remain a targeted effort. While we may be closer to parity (7.2 percent) for people of color, we have an ongoing challenge of working towards parity. The challenge ahead is to continue working towards parity in all classifications in the job group and to prepare employees for promotions to higher positions in the Middle Management (A01) and Upper Management (A02) job categories.

2019 – 2021 Actions:

- Continue to recruit from a number of forestry schools and seek out protected class candidates in hopes of recruiting some of them after they graduate.
- Continue to participate in career days and job fairs so that the Department is known as a potential employer.
- Continue to broaden outreach efforts by participating in Career Connections Programs.
- Continue to evaluate how programs such as the Tillamook Forest Center and other natural resource educational programs can assist with outreach efforts.
- Revitalize Internship Program conversations at the Executive Team level and pursue additional funding for internship opportunities.
Security Officer (D01): (consists of 21 permanent and 92 seasonal, June-October, employees in Forest Officer positions and two seasonal employees in an entry-level Forest Officer position)

This job group is underutilized in women and people with disabilities. However, we have surpassed parity (i.e., 3.80 percent) in the category of people of color at 6.9% percent as of June 2018.

Discussion: This job group represents employees in two unique forest officer positions. In June 2016, 7 out of 106 (6.6 percent) Forest Officers were women and 13 out of 106 (12.3 percent) are people of color. In June 2018, 7 out of 115 (6.1 percent) represented women and 8 out of 115 (6.9 percent) represented people of color.

The women parity figure of 44.2 percent for this job group is too high for wildland firefighters. A more realistic goal would be 25.1 percent as substantiated by the following information:

- The Natural Resources Professional (B08) and Natural Resources Technical (C08) job groups show women parity at 25.1 percent and 30.5 percent respectively. These parity figures represent natural resources within which forestry and wildland firefighting exist as occupations.
- The Department’s firefighter classifications of Wildland Fire Suppression Specialist, Wildland Fire Suppression (Entry), and Laborer/Student Workers are indicators of what can be achieved in the Forest Officer job group. These classes make up an important part of the applicant pool for the Forest Officer.
- In the summer of 2010, the percentage of women in Wildland Fire Suppression Specialist positions were 12 percent, Wildland Fire Suppression Specialist (Entry) 12.8 percent, and Laborer/Student Workers 0.0 percent. In the summer of 2012, the percentage of women in Wildland Fire Suppression Specialist positions was 12.8 percent, Wildland Fire Suppression Specialist (Entry) 11.27 percent, and Laborer/Student Workers 0.0 percent. In the summer of 2016, the percentage of women in Wildland Fire Suppression Specialist positions were 12.4 percent, Wildland Fire Suppression Specialist (Entry) 14.8 percent, and Laborer/Student Workers 16.7 percent. In the summer of 2018, the percentage of women in Wildland Fire Suppression Specialist positions are 6.29 percent, Wildland Fire Suppression Specialist (Entry) 18.84 percent, and Laborer/Student Workers 0.0 percent. With the exception of Labor/Student Workers, these representations have remained relatively the same over time.

2019 – 2021 Actions:

- Review the hiring process for Forest Officers with District Managers to see what is causing the difference in women representation between Forest Officer and feeder classes.
- Emphasize the Forest Officer class including the Forest Officer (Entry) level to women at recruiting events.
- District outreach events need to ensure that female candidates are aware of seasonal employment opportunities.
- Districts need to ensure employees in feeder classes (Wildland Fire Suppression Specialist, Wildland Fire Suppression Specialist (Entry), and Laborer/Student Worker) are prepared for promotion.

Service Maintenance (H00): (consists of 345 primarily seasonal employees in the following classifications: Forest Nursery Worker 2 and 3, Wildland Fire Suppression Specialist, Wildland Fire Suppression Specialist (Entry), Laborer/Student Worker, Facility Maintenance Specialist,
Grounds Maintenance Worker, Forest Lookout, Equipment Operator, and Supply Specialist 1 and 2 positions).

This job group is underutilized in people with disabilities, women and to a lesser extent, people of color.

Discussion: This job group is primarily made up of two groups of seasonal employees: the Nursery group (Forest Nursery Worker 2, and 3); and the Firefighting group (Wildland Fire Suppression Specialist, Wildland Fire Suppression Specialist (Entry), Laborer/Student Worker, Forest Lookout). The makeup of Service Maintenance Worker (H00) changes with the seasons. Fire season generally runs from June to October, compared to the Nursery group which has several seasons throughout the year with the largest number of employees working from August to April. Due to this seasonal variation, the numbers outlined below represent but a snapshot in time.

We will analyze the firefighting portion of this job group since the data indicates women are underutilized and this job group is an important applicant pool for the Forest Officer (D01) job group which is also underutilized.

According to the June 2018 data, the percentage of women in Wildland Fire Suppression Specialist positions was 6.29 percent and Wildland Fire Suppression Specialist (Entry) positions were 18.84 percent. This is an increase and decrease from July 2016 data, which reported 12.4 percent of women in Wildland Fire Suppression Specialist positions and 14.8 percent of women in Wildland Fire Suppression Specialist (Entry) positions.

It is important to note that the Department believes that parity for the firefighting portion of H00 should be lower than 38 percent. The arguments for a lower parity figure are the same as those outlined in D01. A goal of 25 percent seems to be more in line with reality.

2019 – 2021 Actions:

- Review the current underutilization in the Service Maintenance Worker (H00) job group with District Managers. Districts will review their recruiting and retention processes to see if issues need to be addressed that will help increase women and people of color in the applicant pool as well as increase the number of women and people of color hired. As appropriate, available and feasible, such actions may include, but are not limited to: securing the services of minority-owned businesses.
- Districts will review local employment data for their respective areas to determine realistic goals for people of color and women in their seasonal firefighting workforce.
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VI - APPENDIX A – STATE POLICY DOCUMENTATION

As per the Oregon State Governor’s Affirmative Action Office, please select the following hyperlink to view “State Policy Documentation.”

VII - APPENDIX B – FEDERAL DOCUMENTATION

As per the Oregon State Governor’s Affirmative Action Office, please select the following hyperlink to view “Federal Documentation.”

http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf
VIII - APPENDIX C – AGENCY DOCUMENTATION IN SUPPORT OF AFFIRMATIVE ACTION PLAN

Please select the following hyperlink to view “Agency Documentation in Support of Affirmative Action Plan.”

Link Here:
(Suggested location: https://www.oregon.gov/ODF/Pages/Reports.aspx)