



State of Oregon
DEPARTMENT OF FORESTRY

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

Affirmative Action Plan
2017 -2019

**"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
2017 - 2019 BIENNIUM**

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INTRODUCTION

The Oregon Department of Forestry (ODF) has 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, 2017 through June 30, 2019. The principal objectives of the AA 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 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 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 which 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 Affirmative Action Office. They are intended to be flexible, long-range targets which in most cases will not be achieved in a single year or even a biennium. What is important is that continued progress be made 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 be asked to prepare AA 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 the above described 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 State Affirmative Action Program to the Director of Affirmative Action. The Governor also charges and holds accountable Agency Directors and Administrators with the responsibility of ensuring that principles of affirmative action are met.

Copies of the AA Plan may be obtained by contacting ODF Human Resources at (503) 945-7200.

I – ABOUT THE OREGON DEPARTMENT OF FORESTRY

In 1911, the Legislature passed Forest Laws that 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, Deputy State Forester, Division Chiefs and Area Directors.

The major program activities of the Oregon Department of Forestry include:

Protection from Fire: The Department's largest program is responsible for fire protection on 16 million acres of Oregon forest land. This involves prevention, detection, suppression, smoke and fuels management. This program also includes vigorous fire investigation and cost recovery activities.

Private Forests: The Private Forests Program administers the Oregon Forest Practices Act, provides technical and financial assistance to forest landowners, provides insect and disease surveys and technical assistance statewide; and conducts effectiveness and compliance monitoring.

State Forests Management: Manages 818,800 acres of state-owned forestlands. These lands are actively managed to produce multiple values such as revenue from timber harvests, water quality, and recreational education opportunities.

Urban and Community Forestry: This program involves the planting, care and management of the trees in our communities.

Agency Administration: Agency Administration includes policy direction and management control 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. Headquartered in Salem, our 15-acre campus serves as the administrative headquarters for the Department's Protection from Fire, Private Forests, State Forests Management, Urban and Community Forestry, and Agency Administration Programs. The field function is divided into three areas; each area includes from four to seven districts or 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

These Department vision statements have been revised from past Department strategic plans to be consistent with the current vision statements of the Board of Forestry.¹ It is important that the Board and the Department are working towards the same vision of the future. Together, the Board's and the Department's actions will help create these desired future conditions.

The Department of Forestry will be successful in achieving its mission when Oregon has:

- 1. Healthy forests providing a sustainable flow of environmental, economic, and social outputs and benefits.*
- 2. Public and private landowners willingly making investments to create healthy forests.*
- 3. Statewide forest resource policies that are coordinated among Oregon's natural resource agencies.*
- 4. The Department of Forestry recognized as an agency operating openly and in the public interest.*
- 5. Citizens who understand, accept, and support sustainable forestry and who make informed decisions that contribute to achievement of the vision of the 2003 Forestry Program for Oregon.*
- 6. Adequate funding for the Department of Forestry to efficiently and cost-effectively accomplish the mission and strategies of the Board of Forestry, appropriate use of information technology, business management strategies, and department personnel policies that encourage and recognize employees, allowing them to meet their full potential in providing excellent public service.*

VALUE STATEMENTS

In addition to supporting the Board of Forestry's ten Value Statements listed in the 2003 Forestry Program for Oregon, the Department of Forestry will incorporate the following core values as our employees work together with our stakeholders and customers to achieve our mission and vision.

The Department values:

- Being a leader in professional forestry.*
- Innovation based on sound science.*
- Excellent, efficient, and effective service.*

¹ References to information technology and business management strategies, which do not appear in the *Forestry Program for Oregon*, have been added to statement #6.

- *The involvement and cooperation of all Oregonians.*
- *Honesty and integrity.*
- *Individual initiative, effectiveness, and hard work.*
- *Respectful, strong, cooperative relationships.*

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 (503) 986-6536
Governors Natural Resource Office (GNRO)
255 Capital Street NE, Suite 126, Salem, OR 97301

D. Agency Affirmative Action Officer

Jonathan Herman
Human Resources Director
2600 State Street, Salem, OR 97310
503-945-7296

E. Agency Affirmative Action Representative

Carlos H. Rodriguez
Organizational Development Manager
2600 State Street, Salem, OR 97310
503-945-7646

F. Agency Diversity & Inclusion Representative

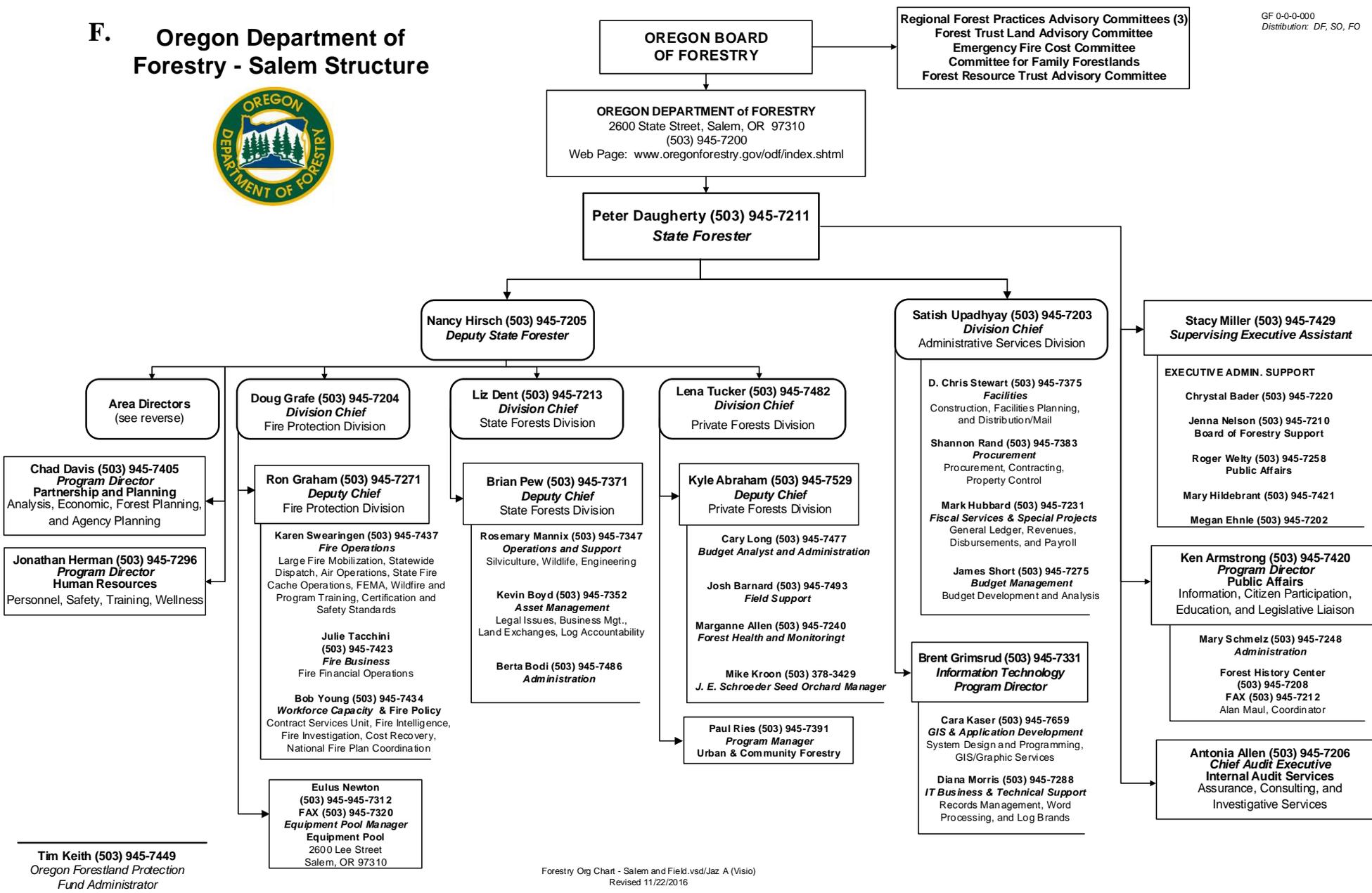
Carlos H. Rodriguez
Organizational Development Manager
2600 State Street, Salem, OR 97310
503-945-7646

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F. Oregon Department of Forestry - Salem Structure



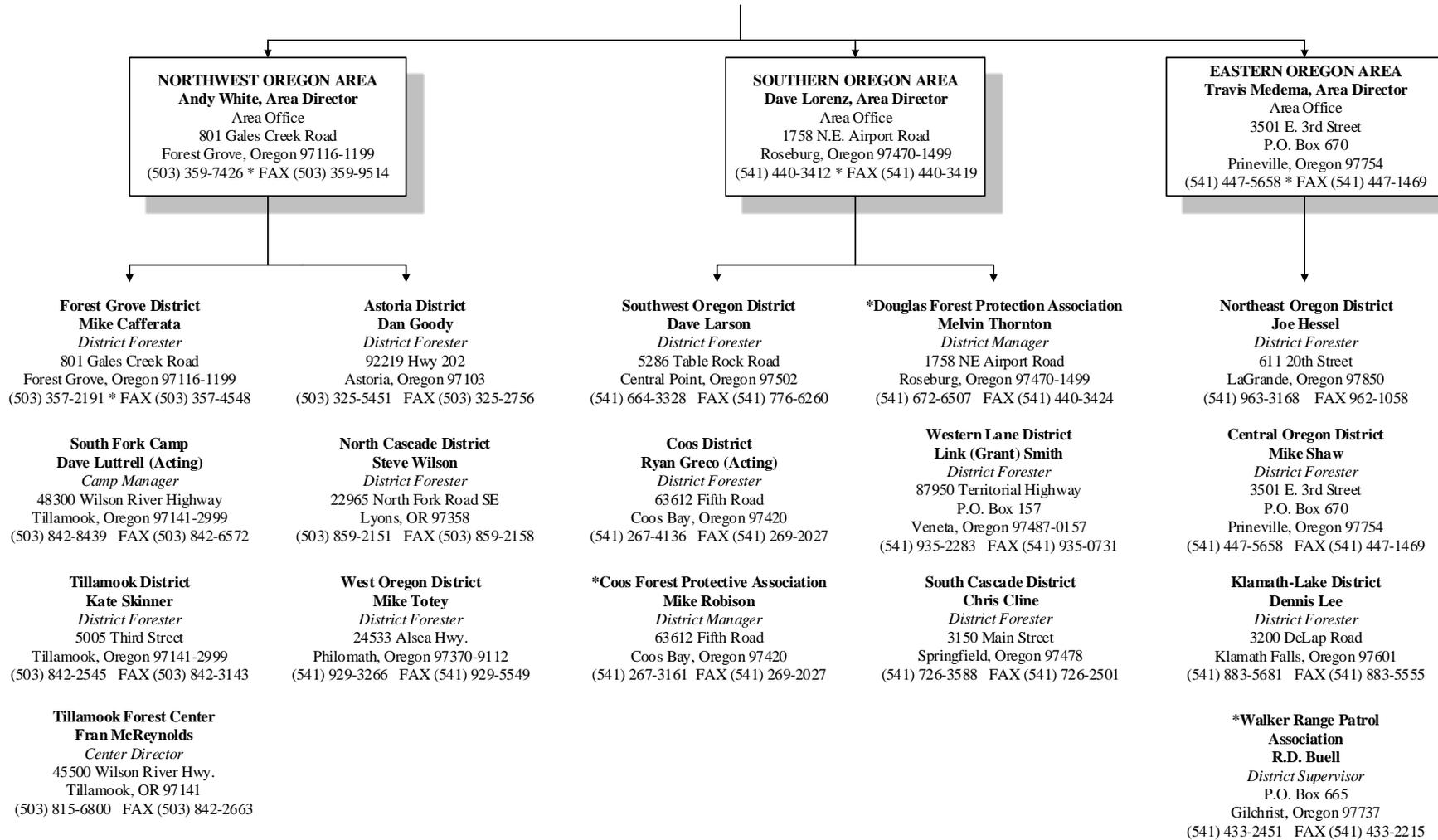
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Forestry Org Chart - Salem and Field.vsd/Jaz A (Visio)
Revised 11/22/2016

Oregon Department of Forestry - Field Structure

**NANCY HIRSCH (503) 945-7205
DEPUTY STATE FORESTER**



* Designated activities in Fire Protection Program

II – AFFIRMATIVE ACTION PLAN

A. Affirmative Action Policy Statement and Equal Employment Opportunity, Affirmative Action and Diversity Directive

OREGON DEPARTMENT OF FORESTRY

General Policy

It is the policy of the Oregon Department of Forestry (ODF) 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: (1) enhancing the department's sensitivity to and understanding of diversity issues within ODF; (2) creating an inclusive work environment that enhances the diversity of our workforce and encourages each employee to reach their full potential; and (3) 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 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 can be from 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. In addition, for management service panels, an effort will be made to include at least one panel member from outside the agency from stakeholder or partner groups. For all position selection processes, interview or other selection panel composition will be approved by the "next in command" supervisor, i.e. the supervisor of the recruiting supervisor. The roster of utilized panel members will be discussed with the Human Resources Section 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 as to who is the best suited must be made on a position by position basis.

Employee and Stakeholder Protection

It is the policy of the Department that harassment or discrimination of anyone employed by or associated with the Oregon Department of Forestry will not be tolerated. 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 to create and maintain 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 (a) the ODF internal website for all employees to access and (b) ODF's public website for employees, volunteers and contractors to access. In addition, a copy of the Affirmative Action Plan will be provided to all managers. 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 affirmation 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 programs, functions and workforce in accordance with the principles, policies and procedures of this plan, and will be held accountable for their performance.

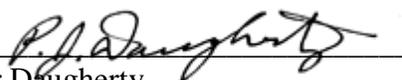
To help ensure organizational success, the Department's Executive Team will make necessary decisions and monitor the accomplishment of this plan on an ongoing basis, and make plan adjustments as necessary.

Term

This Affirmative Action Plan is in effect from July 1, 2017 to June 30, 2019.

Questions

If you have questions or concerns, please contact Jonathan Herman, Human Resources Director at (503) 945-7296 for assistance.


Peter Daugherty
State Forester

DEPARTMENT OF FORESTRY
EQUAL EMPLOYMENT OPPORTUNITY, AFFIRMATIVE ACTION, AND DIVERSITY

PURPOSE: This Directive provides policy direction of the Oregon Department of Forestry's (ODF) commitment to the principles of Equal Employment Opportunity (EEO), Affirmative Action, and Diversity. The Directive provides ODF general standards for implementing equal employment opportunity 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 manager's performance in meeting Equal Employment Opportunity, Affirmative Action, and Diversity Goals.

AUTHORITY: This Directive establishes guidance that is consistent with the following federal and state laws, state policies, and regulations.

- U.S. Equal Employment Opportunity Commission
- ORS 659A.0123 (Unlawful Discrimination in Employment, Public Accommodations)
- ORS 659A.015 (AA reports to include Information on Contracts to Minority Businesses)
- ORS 243.305 (Policy of affirmative action and fair and equal employment opportunities and advancement)
- OAR 105.040.0001 (Equal Employment Opportunity and Affirmative Action)
- Governor's Executive Order No. EO-05-01, Affirmative Action: Review and Renewal
- DAS Policy 50.010.01 (Discrimination and Harassment Free Workplace)
- DAS Policy 50.010.03 (Maintaining a Professional Workplace)
- Collective Bargaining Agreements

DEFINITIONS:

Complainant: A person or persons allegedly subject to discrimination, workplace harassment, or sexual harassment.

Contractor: For the purpose of this policy, a contractor is an individual or business with whom the State of Oregon has entered into an agreement or contract to provide goods or services. Qualified rehabilitation facilities that by contract provide temporary workers to state agencies are considered contractors. Contractors are not subject to ORS 240 but must comply with all federal and state laws.

Discrimination: Making employment decisions related to hiring, firing, transferring, promoting, demoting, benefits, compensation, and other terms and conditions of employment, based on or because of an employee's protected class status.

Harassment: A form of offensive treatment or behavior which to a reasonable person creates an intimidating, hostile, or abusive work environment. Harassment may include, but is not limited to, verbal harassment, such as racial epithets, ethnic or sexual jokes, inappropriate use of sexually explicit language, demeaning and derogatory comments; physical harassment, such as unwanted touching, physical interference with normal work or movement, or assault; visual or audio harassment, such as derogatory or sexually or racially offensive posters, degrading

songs, cartoons, or drawings in any form, including written, computer generated or telephonic; and sexual harassment.

Higher Standard: Applies to managers and supervisors. Managers and supervisors are responsible for assuring adherence to State and Federal Laws and with statewide policy direction, as such, managers and supervisors are expected to set an example of appropriate behavior. Proactively taking an affirmative posture to create and maintain a discrimination and harassment free workplace.

Protected Class Status Under Federal Law: Race; color; national origin; sex (includes pregnancy-related conditions); religion; age (40 and older); disability; a person who uses leave covered by the Federal Family and Medical Leave Act (FMLA); a person who uses Military Leave; a person who associates with a person of a protected class; a person who opposes unlawful employment practices, files a complaint, or testifies about violations or possible violations; and any other protected class as defined by law.

Protected Class Status Under Oregon State Law: All Federally protected classes, plus: age (18 and older); physical or mental disability; injured worker; a person who uses leave covered by the Oregon Family Leave Act (OFLA); marital status; family relationships; sexual orientation; whistleblower; expunged juvenile record; and any other protected class as defined by state law.

Retaliation: Any retaliation against an employee who files a complaint, participates in an investigation, or reports observing discrimination, workplace harassment, or sexual harassment is prohibited and will not be tolerated.

Sexual Harassment: Sexual harassment is unwelcome, unwanted, or offensive sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or is used as a basis for any employment decision (granting leave requests, promotion, favorable performance appraisals, etc.); or
2. Such conduct is unwelcome, unwanted, or offensive and has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Examples of sexual harassment include but are not limited to: unwelcome, unwanted, or offensive touching or physical contact of a sexual nature, such as, closeness, impeding or blocking movement, assaulting or pinching; gestures; innuendoes; teasing, jokes, and other sexual talk; intimate inquiries; persistent unwanted courting; sexist put-downs or insults; epithets; slurs; or derogatory comments.

Sexual Orientation under Oregon State Law: An individual's actual or perceived heterosexuality, homosexuality, bisexuality or gender identity, regardless of whether the individual's gender identity, appearance, expression, or behavior differs from that traditionally associated with the individual's sex at birth.

Unlawful Discrimination: The act or behavior of treating people differently or adversely because of their race, color, national origin, religion, gender, or other factors protected by law.

POLICY: The State of Oregon is committed to achieving a workforce that represents the diversity of the Oregon community and is a leader in providing its citizens fair and equal employment opportunity. ODF's Value Statement and policies articulate the agency's intent and commitment to integrate cultural competency throughout the entire agency and to create a diverse workforce. Selecting, training, supporting, and empowering a diverse workforce is a tangible expression of ODF's mission.

It is the policy of ODF to provide an equal opportunity for employment and advancement regardless of race, religion, national origin, age, gender, marital status, sexual orientation, or physical or mental disability.

ODF's Diversity Action Plan provides the umbrella for (1) exploring diversity issues within ODF; (2) creating an inclusive work environment that encourages each employee to reach his/her full potential; and (3) guiding ODF to become an "Employer of Choice".

To achieve this diversity ODF will carry out an Affirmative Action program which provides procedures for the consideration of protected class candidates in all aspects of human resource management. Accomplishment of the diversity efforts in conjunction with strong recruiting and succession plan efforts will provide the impetus for continued diversification of ODF's workforce.

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

GENERAL STANDARDS:

RESPONSIBILITIES:

- A. Supervisors/Managers and employees will support this policy by the following:
1. All levels of management will actively support and pursue affirmative action recruitment efforts to ensure the organizational growth and entry into the workforce of people of color, women, and people with disabilities.
 2. All aspects of employment including recruitment, hiring, benefits, training, promotions, transfers, and terminations will be made without regard to race, color, religion, ancestry, age, sex, marital status, national origin, sexual orientation, or mental or physical disability.
 3. ODF will develop, distribute, and monitor an Affirmative Action Plan and maintain an auditing and reporting system that will provide necessary statistical data and standardized reports for analysis and that will meet EEO reporting requirements.
 4. ODF shall maintain a copy of the Affirmative Action Policy on the ODF website for all employees to access. In addition, a copy of the Affirmative Action Plan will be provided to all managers.
 5. All offices will ensure ODF's Affirmative Action Statement Notice is posted on employee bulletin boards in all offices. Poster can be found on ODF HR's website: <https://odfnet.odf.state.or.us/HR2/Pages/Home.aspx>

6. All offices will ensure all federal and state required posters (i.e. equal employment opportunity, wage & hour, family medical leave, military leave, injured workers, etc.) are posted on employee bulletin boards. Required posters can be found on Bureau of Labor & Industries (BOLI) website at:
http://www.oregon.gov/BOLI/CRD/C_Postings.shtml
7. Participate and encourage others to participate in ODF's outreach activities designed to promote affirmative action.
8. During annual performance evaluation, each manager or supervisor shall be evaluated on his/her effectiveness in promoting the affirmative action goals and objectives for ODF.
9. Training on affirmative action, nondiscrimination, and a harassment-free workplace will be provided to all employees as part of ongoing employee development and new employee orientation.
10. Harassment in any form including sexual, verbal, or physical harassment or harassment based on race, color, national origin, physical or mental disability, age, religion, sex, sexual orientation, and marital status will not be tolerated.
11. It is the responsibility of each employee to promote a positive, affirming workplace environment free from intimidation, harassment, and discrimination.
12. Any supervisor/manager who witnesses or becomes aware of conduct that could be construed as harassment or discrimination with notify Human Resources and in concert with Human Resources, take immediate and appropriate corrective/remedial action.
13. Absolutely no retaliation or adverse action in any form will be taken against an employee because he/she filed a complaint alleging discrimination or harassment.
14. ODF will establish and maintain a process to review the appeals of individuals who believe they may have been subjected to discrimination or harassment.
15. All contracts between ODF and its contractors will contain a clause of nondiscrimination by which contractors agree to comply with all applicable requirements of Section 504 of the Americans with Disabilities Act.

B. Interviewing Applicants for Employment

1. ODF fulfills the mission of the agency by selecting, training, supporting, and empowering a competent and diverse workforce. It is the responsibility of every Supervisor/Manager to ensure the suitability of applicants before they are hired by ODF.
2. Interview panels should be diverse and contain, at a minimum, one male, one female, and at least one member of color. This will facilitate a broader, more diverse perspective of the applicants, and provide the hiring supervisor/manager with a more comprehensive hiring recommendation.
3. ODF has the burden of proof as to the appropriateness of the selection process.

4. Unequal treatment of candidates during the interviewing process is an example of discrimination.
 - a) All interview questions must be directly related to the position being filled.
 - b) The interviewer must ask each candidate the same questions.

This does not prevent the interviewer from asking follow up questions in response to answers provided by the candidates.
 - c) An interview documentation file should be maintained on every filled position.
 - This becomes extremely critical in the event of an audit or investigation.
 - The file should contain a position description, rating factors, scoring criteria, interview questions, and a copy of the certificate of eligibility as well as the information obtained from the reference checks.

C. Complaint Processes regarding Discrimination or Harassment

1. Informal Complaint Process

An employee may notify Human Resources of an issue or concern regarding discrimination in order to raise awareness or to put ODF on alert without filing a formal complaint requiring an investigation. In these situations:

- a) The employee may ask Human Resources to keep the matter and identity of the employee confidential.

ODF will comply with the request, to the extent possible.
- b) The employee will be asked to sign documentation stating that he/she wishes his/her identity to remain confidential.
- c) The discussion will be documented.
- d) Human Resources will review the information and notify management at a level sufficient to maintain confidentiality of the employee's identity when it is determined that action is necessary to correct the problem or to prevent a reoccurrence in similar situations.
- e) Human Resources will offer suggestions to management on preventable actions such as training and changes in environment.

2. Internal Complaint Process

Any individual who believes he/she has been subjected to unlawful discriminatory actions by ODF may file a complaint within 30 calendar days of the alleged incident.

- a) Represented employees may file a complaint either through the Collective Bargaining Agreement grievance procedure or by using the procedures described below.
- b) Employees may submit a written complaint to Human Resources that explains the basis for the complaint, identifies the alleged discriminating party or parties, the date the discriminatory action(s) occurred, and specifies the relief requested.
- c) Human Resources will review/investigate the complaint and provide the complainant with written notification of the findings within 15 calendar days or upon completion.

- 1) If additional time is needed for investigating the allegations or to issue a report of the findings, the complainant will be notified verbally or in writing of the need for additional time.
- d) If the investigation substantiates the complaint, appropriate corrective action will be initiated, including discipline if warranted.

3. External Complaint Process

A complaint alleging discrimination may be filed at any step in the complaint process with:

- a) Governor's Office of Diversity & Inclusion/Affirmative Action
255 Capitol Street NE, Suite 126
Salem, OR 97331
Phone: (503) 986-6524
Website: www.oregon.gov/gov/goaa
- b) Oregon Bureau of Labor and Industries (BOLI) - Civil Rights Division
State Office Building
800 NE Oregon Street, MS# 32, Suite 1070
Portland, OR 97232
Phone: (503) 731-4874
Fax: (503) 731-4069
- c) U.S. Equal Employment Opportunity Commission (EEOC)
Seattle Field Office EEOC Office
Federal Office Building
909 First Avenue, Suite 400
Seattle, WA 98104
Phone: (206) 220-6883
Website: <http://www.eeocomplaint.com/>
- d) US Department of Justice (ADA complaints only)
Civil Rights Division
950 Pennsylvania Avenue, NW
Disability Rights Section - NYAV
Washington, DC 20530

Retaliation: Any retaliation against an employee who files a complaint, participates in an investigation, or reports observing discrimination, workplace harassment, or sexual harassment is prohibited and will not be tolerated.

D. Diversity

Supervisors/Managers and employees will support this policy by the following:

1. Explore diversity issues within their work environment by seeking understanding and acceptance.
2. Create an inclusive work environment that encourages employees to reach their full potential.

3. Participate and encourage others to participate in Diversity trainings, conferences, and/or cultural events.
4. Participate in outreach activities and promote ODF as the “Employer of Choice”.

E. Criteria for Evaluation of Manager’s Performance in Meeting Affirmative Action and Diversity Goals

All managers and supervisors shall be evaluated on the following:

1. Become familiar with ODF’s Affirmative Action Plan, Diversity Action Plan, and Succession Management Plan.
 - a) Communication content of these plans to all staff.
2. Outreach Efforts
 - a) Regular contact with local groups representing protected classes.
 - b) Affirmation to such groups that ODF is an equal opportunity employer.
 - c) Timely communication through “non-traditional” means (such as “minority interest” organizations and/or publications) that vacancies exist.
 - d) Ensure protected class staff are aware of promotional opportunities as they arise.
3. Selection Procedures
 - a) Composition of interview panels reflect job types (administrative, manager, non-manager, etc.) racial, and gender diversity.
 - b) Review (appropriate for level of supervision) of interview panel questions and selection criteria to remove inadvertent bias.
 - c) Review (appropriate for level of supervision) of minimum qualifications to detect possible artificial barriers to affirmative action goal accomplishment.
4. Development of Staff
 - a) Communication to all staff of written procedure outlining eligibility for developmental experiences, training, and assignments.
 - b) Encouragement of protected class member participation in developmental assignments, training, etc.
 - c) Actual protected class member participation in developmental assignments as a percentage of total participating.
 - d) All employees have an annual individual learning plan that addresses career development opportunities.
5. Work Environment
 - a) Demonstrated efforts to foster workplace atmosphere that welcomes diversity.
 - b) Percentage of employees who have not yet attended diversity training.
 - c) Hours of diversity training provided to staff.

- d) Actions taken to resolve complaints of discrimination.
 - e) Actions taken to resolve disabled access or accommodation issues.
6. Outcomes
- a) Composition of staff compared to long-range affirmative action goals. Special attention should be paid to job groups addressed in the Affirmative Action Plan.
 - b) Progress (appropriate for level of supervision) towards affirmative action goals compared with last review period, or documentation of extenuating circumstances contributing to lack of progress.
 - c) Hires and promotions of targeted protected class members compared with opportunities to fill vacancies. Special attention should be paid to job groups identified in the Affirmative Action Plan.

Directive History

<i>Date</i>	<i>Description</i>
02/12	New Directive

034300 – EEO Affirm Action Diversity.docx/Jaz F (Dir)

B. 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 principals 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. We fully use technology to reach a broad range of applicants, but also post 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.

C. Training, Education and Development Plan

1. Employees

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

Staff is encouraged to attend local Diversity conferences and events. Most recently, ODF became a sponsor for the Oregon Diversity Conference and ODF employees attended the conference.

The Department of Administrative Services (DAS) developed policy and provided training on Discrimination and Harassment-Free Workplace (including Sexual Harassment), Maintaining a Professional Workplace, Workplace effects on Domestic Violence and Sexual Assault & Stalking which the majority of our employees have attended. We have expanded the DAS training and present it to provide a forum intended to generate dialogue on diversity and valuing differences. 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 unit staff meetings to encourage inclusion and improve communications. The Meyers-Briggs Type Indicator has been used to give employees greater insight into theirs and others communication and thinking styles.

Three agency directives were finalized and adopted during the 2013-2015 biennium: Equal Employment Opportunity, Affirmative Action and Diversity; Reasonable Accommodation; and Principles of Conduct. The initial training phase has been completed but trainings continue on a regular basis as requested by field offices and programs.

A new training program based on the ODF Employee Handbook was created with a significant focus on diversity and Affirmative Action. It has been piloted successfully to two Unit offices.

Succession planning in a comprehensive and systematic manner is a high priority at Forestry. It is addressed consistently at all our core training programs, is regularly a part of top management's communication with agency employees, and is an important component of our Empowered Workforce Initiative. Diversity, succession management and retention are key aspects of this effort. Additionally, the Department recently re-started its Succession Management Committee. Chaired by the Deputy State Forester, it includes executive representation from the field as well as the HR Director.

To enhance outreach to diversity events, ODF now publishes a statewide training and event calendar on our intranet. The calendar includes diversity events and trainings, and is viewable by any employee.

2. Volunteers

Volunteers in the Tillamook State Forest constitute the vast majority of ODF's volunteers. In the 2013-2015 biennium, volunteers have so far logged 21,069.75 hours with the Tillamook State Forest. Although volunteers complete a volunteer application, gender, age, race, ethnicity and regional location is not captured as part of demographic data.

Volunteers represent a distinct part of the mission, with most volunteers representing OHV users or camp hosts (primarily retired, mobile RV-owners). Volunteers are also 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 is widespread with advertisements in newspapers, job boards, Good Sam, AARP, etc. Additionally, a work group is underway to analyze ODF volunteer policies, handbooks, forms, and worker's compensation coverages.

3. 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.

D. 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.

1. Internship Program

Providing students a learning opportunity and career exploration in natural resources is a high priority at Forestry and is also linked to Forestry's Succession Planning efforts. ODF's Intern Program primarily focuses on attracting natural resource college students to the Department for employment opportunities. We believe the intern program can provide a viable applicant pool of protected class candidates for future requirements, as well as a valuable network with university counselors and students. However, due to budget constraints, the majority of this program was suspended at the beginning of 2009 until further notice. The Succession Management Committee is currently engaged in efforts to revitalize ODF's Intern Program. We plan to reinstitute the Forestry Internship Program in the future as feasible and as

funds are available. Tracking of demographic data and employment outcomes would be included to gauge the program's effectiveness.

Forestry's Salem program units 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.

Parallel to ODF's Intern Program, the Tillamook Forest Center received separate funding in 2010 from Oregon Parks and Recreation Department to support two intern seasonal positions focusing on Forestry Education and Interpretation, and this funding has continued into 2011 and 2012.

2. Mentorship Program (s)

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, Forestry's use of cross functional teams through participation in the Protection from Fire program, has over the years created many networking and mentoring opportunities for the department's workforce.

ODF's Mentor Program was formally established in 2005. Due to budget and position cut backs, the utilization of a successful mentoring program will need to be examined. Currently, the Succession Management Committee is examining the effective utilization of this program. In addition, using a present and future-oriented perspective, the Strategic Workforce Planning Committee will also be engaging in efforts to revitalize ODF's Mentorship Program.

3. Community Outreach Programs

ODF has increased its efforts to conduct outreach with Oregon's veterans. For instance, in 2011, contacts were made at various military installations, including the Portland Air National Guard Base and the Army National Guard Headquarters in Salem. We are attempting to expand these contacts regionally. In 2012, ODF attended the Joint Transition Assistance Program career fair for Oregon Army soldiers returning from Afghanistan deployments. In addition, in 2016, ODF recruiters 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.

In addition, ODF recruiters and supervisors have also engaged in recurring efforts to make on-campus visits for job/career fair events at the following:

- Oregon State University College of Forestry Job Fair

- Mt. Hood Community College Annual Diversity Career Fair
- Chemeketa Community College
- State of Oregon Diversity Conference
- Washington State University Career Expo/CEA Technical Fair
- Astoria Timber Festival and Job Fair
- Incight Career Events
- FFA State Convention
- University of Oregon Summer Job Fair
- Oregon Institute of Technology
- Linn Benton Community College
- Career Connections (Ready to Learn/ Ready to Work)

Recruiters have also partnered with non-profit community organizations such as Goodwill, to provide their employees a Forestry career focused meeting. During these meetings, prospective employees and recruiters engage in a dialogue that is designed to improve applicant success in Forestry.

At the Mt. Hood Community College 2015 Annual Diversity Job Fair, ODF staff conducted two sessions of a job interview and application workshop. The workshops were attended by students and members of the local community. ODF staff gave presentations focused on how to apply for state jobs and how to increase success in the job application and interview process. ODF plans to make a special effort to continue to attend this conference in the future as feasible and as funds are available.

While short-term recruiting needs are being addressed through outreach events and the revitalization of Forestry's intern program, a longer-term approach for developing future interest in employment is also needed. Exposure to natural resources as a potential career 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 perfect setting for field trips, education and exposure of natural resources/forestry to the general public. Forestry education program in Northwest Oregon provides teachers with forestry educational material and strategies for primary, middle school, high school and college levels. The Education & Interpretation Coordinator has been working with the Tillamook and Portland School Districts to provide Forestry education materials, curriculum, and field experiences to students. Being located in the heart of the Tillamook State Forest provides opportunities to both rural coastal communities and the urban Willamette Valley students to learn about Oregon's forests.
- ODF's Recreation program that provides staff interaction with Off Highway Vehicle (OHV) clubs, scouts, campers, hikers and volunteers. Additionally, ODF recreation sites attract individuals into the outdoors for fun activities exposing them to forestry information provided by ODF staff.

- Through our Tillamook Forest Center, Forestry collaborates with the Oregon Forest Resources Institute (OFRI) on field trips, teacher workshops and material distribution. OFRI has funds available to assist with transportation costs for forestry related fieldtrips for students in urban areas. The Tillamook Forest Center promotes this available resource on www.tillamookforestcenter.org and to visitors inquiring about forestry education. In addition, the Tillamook Forest Center staff provide at least two OFRI sponsored teacher workshops per year to urban communities. During workshops, resources are promoted and shared which always includes transportation funding and career resources. Furthermore, ODF has partnered with OFRI to help distribute free materials developed by OFRI and designed to attract K-12 students to forestry careers. Materials designed to attract K-12 students to forestry careers are handed out during career related field trips and in take home bags for the teachers. Materials designed for the general public are incorporated into seasonal displays to enhance further learning of Oregon's forests for the general public.
- Field offices throughout Oregon conduct fire prevention programs, support outdoor school activities and natural resource curriculums for various grade levels. Smokey Bear visits are included in many of the school presentations.
- ODF is in partnership with Keep Oregon Green Association (KOG). KOG located on the ODF Salem Campus displays the familiar green tree statewide to remind citizens to prevent wildfires on Oregon lands. KOG conducts a wildfire prevention program targeting kids ages 8-12 who discover Oregon's forests, determine the types of human behaviors that cause wildfires, and explore ways in which they can help prevent those wildfires - KOG Ranger program www.kogranger.org.
- Participate statewide in the annual "Take Our Kids to Work Day" by conducting tours of the ODF Salem Campus and field offices and by providing activities for children during the day to expose and educate and promote awareness of forestry/fire/natural resource careers and exploration.
- Forest History Center on ODF's Salem Campus is open on Fridays and Saturdays for tours and visits from school groups and others to learn about Oregon's forest past.
- Where economical and feasible, the Department participates in the annual Society of American Foresters (SAF) Career Fair. This is the largest Forest Management Career Fair nationwide providing ODF access to the nation's best candidates and attracting interest in Oregon.
- Annually ODF employees from around the state participate in the Oregon State Fair at the ODF State Fair Booth to share about the importance of Oregon's forests and the department's work of forest stewardship.

- Forestry’s recruiters collaborate with Salem/Keizer School District’s Career Connections to coordinate efforts that provide students with informational interviews, job shadows, and student internships.
- ODF recruiters have made on-campus visits for job/career fair events at McNary High Job Fair and Ashland High School Career Day. ODF plans to make a special effort to continue to attend these events in the future as feasible and as funds are available.

ODF’s Recruiters and Organizational Development Manager have developed and continue to make contacts with a wide variety of women, people of color and people with disabilities organizations, community groups, and the educational community. These efforts focus on how to integrate our outreach and educational efforts with the ongoing efforts of these organizations. ODF participates in diversity conference/events as offered and feasible.

Additional Plans for Community Outreach efforts in the 2017-2019 Biennium:

- (a) Encourage District Offices to participate as business partners with their local school districts statewide.
- (b) Continue to build relationships with organizations representing people of color and organizations representing women.
- (c) Continue to contract with Women and Minority owned businesses, registered and unregistered.
- (d) Continue to emphasize the potential of a career in natural resources to our customers, the public, students and Career Connections representatives.
- (e) Continue to work with the Career Connections Program to provide high school and college students with real work experiences in a Forestry career path.
- (f) Continue to target outreach to recruit women and people of color into the natural resource fields through high schools, colleges, universities, publications, websites, associations, etc.
- (g) Participate in the Salem/Keizer School District’s Career Connections (Job Interview Fair for Youth) Program.
- (h) Research ways ODF can partner with Vocational Rehabilitation programs (e.g., Ready to Learn Ready to Work) to help injured and disabled workers reenter the workforce.
- (i) Continue to participate in Veteran’s job fairs/outreach efforts.

4. Diversity Awareness Program

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 Forestry as the "Employer of Choice". Accomplishment of the diversity efforts in conjunction with a strong recruiting and succession plan efforts will provide the impetus for continued diversification of ODF's workforce. High priority items that were identified and have been implemented to date include:

- (a) Implementation of Covey's 7 Habits Plus training for all agency employees as the ODF corporate culture course. The availability of Covey's 7 Habits Plus training has been and will continue to be communicated to all of Forestry's personnel using email, intranet and other communication outlets. Forestry has also encouraged employees across all classifications to attend Covey's 7 Habits Plus training and will continue to do so.
- (b) Managers discussing, agreeing to and completing Individual Learning Plans for all employees during the annual performance appraisal process.
- (c) Update and maintenance of the Human Resources Webpage.
- (d) Implementation of gender communication training for all agency employees. The availability of gender communication training has been and will continue to be communicated to all of Forestry's personnel using email, intranet and other communication outlets. Forestry has also encouraged employees across all classifications to attend gender communication training and will continue to do so.
- (e) Incorporate the Working Guidelines of the Department into all agency specific training.
- (f) Diversity awareness issues built into the agendas of Forestry Leadership Team (LT) meetings and the Agency Leadership Program (ALP) for discussions.
- (g) All Forestry employees were encouraged to attend agency sponsored diversity forums.
- (h) Three new agency directives were finalized and adopted during the 2013 - 2015 biennium: Equal Employment Opportunity, Affirmative Action and Diversity; Reasonable Accommodation; and Principles of Conduct. The initial training phase has been completed but trainings continue on a regular basis as requested by field offices and programs. The availability of such trainings have been and will continue to be communicated to all of Forestry's personnel as needed using email, intranet and other communication outlets. Forestry will also continue to encourage employees across all classifications to attend said trainings, as needed.
- (i) ODF's Employee recognition Program includes the annual Agency Achievement Award Program. Agency awards include the James E. Brown Leadership Award, Working Guidelines Award, Technical Achievement Award, Team Award, State Forester's Safety/Wellness Award, Workforce Diversity Award and Seasonal Fire Fighter Leadership Award. The Workforce Diversity Award, added in 2010, 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, encourages support of diversity and affirmative action goals by fellow employees, attitude and efforts related to diversity have consistently helped to further ODF's vision and programs.

- (j) Forestry's Mentorship Program was included in the new directives and highlighted to encourage participation and remind employees of this growth opportunity.
- (k) SEIU and AEE collective bargaining agreement and Statewide Policy update training is provided for management as needed/changes occur, to provide information on employee/manager benefits rights and benefits, including equal employment opportunity laws and leadership skills.
- (l) With the adoption of new agency directives, (Equal Employment Opportunity, Affirmative Action and Diversity; Reasonable Accommodation; and Principles of Conduct) diversity information and resources on the ODFnet Human Resources webpage has been improved and updated.
- (m) The agency's Professional Standards Workgroup recommendations were implemented with the adoption of the Principles of Conduct directive. Training was conducted on the new directive information, including heightening awareness of professional standards and expectations for all employees in the workplace.
- (n) ODF has fully implemented the Statewide E-Recruit System, which has broadened the agency's outreach efforts for employment opportunities. Recruiters continue to find ways to enhance the system for supervisors conducting recruitments.

ODF will continue the implementation of other high priority items such as:

- Continue implementation and/or update of the action items in Forestry's Succession Management Plan.
- Initiate a strategic workforce planning process to effectively address current and emerging challenges to agency programs and workforce.
- Expand participation in Forestry's Mentorship Program.
- Expand communication skill training for all employees.
- Continue to implement and provide training for managers in supervision including equal employment opportunity laws, and leadership skills.
- Develop and implement Cross Cultural/Diversity Training for all agency employees.
- Continue to implement and train employees on the agency's Professional Standards Workgroup recommendations including heightening awareness of

professional standards and expectations for all employees in the workplace.

- Continue to effectively utilize the statewide E-Recruit System which has broadened the agency’s outreach efforts for employment opportunities.
- Continue to provide employees with policy updates and/or trainings annually on Discrimination and Harassment (including Sexual Harassment), Maintaining a Professional Work Place, Workplace effects on Domestic Violence, Sexual Assault & Stalking, etc.
- Continued emphasis on all employees developing an Individual Learning Plan during the annual performance appraisal process.
- Continue to communicate and emphasize Forestry’s Working Guidelines at all levels of the organization.

5. Leadership Development/Training Programs

ODF utilizes several leadership development programs targeted toward all employee levels. These include Leadership Oregon, the ASCENT programs, Portland State Executive Seminar in Natural Resources, the Pacific Program and our own Agency Leadership Program.

- a) As seen on Table 1, during the period July 1, 2012 through June 30, 2014, 40 employees were sent to leadership development programs:

Table 1. Leadership Development Programs

Program	Male	Female	POC	PWD
Leadership Oregon	0	3	0	0
ASCENT	3	3	0	0
PSU Executive Seminar	3	1	0	0
ODF ALP	26	6	1	1
Totals	31	9	1	1

- b) As illustrated on Table 2, during the period July 1, 2014 through June 30, 2016, 41 employees were sent to leadership development programs:

Table 2. Leadership Development Programs

Program	Male	Female	POC	PWD
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Leadership Oregon	0	0	0	0
ASCENT	3	3	0	0
PSU Executive Seminar	2	2	0	0
ODF ALP	19	12	0	0
Totals	24	17	0	0

- c) Program participants are tracked to ensure a number of outcomes: retention to agency, career advancement, employee satisfaction with program, and agency support for program.

E. Update: Governor’s Executive Order 16-09

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

An ODF initiated Diversity Assessment was conducted by Metropolitan Group in partnership with Portland Community College, which included focus groups and individual interviews with a random sample of ODF protected class employees. Data from this survey was used to target our Diversity Training and other actions. The availability of Diversity Training has been and will continue to be communicated to all of Forestry’s personnel using email, intranet and other communication outlets. Forestry has also encouraged employees across all classifications to attend Diversity Training and will continue to do so.

2. Statewide Exit Interview Survey

ODF invites all departing employees from the agency, verbally or in writing, to complete an ODF Exit Interview Questionnaire that allows the agency to gather feedback regarding their experiences as an employee and review any recommendations they may have for changes or improvements. The responses are reviewed by the Appointing Authority and information is presented to the Executive Team to take suggestions/recommendations into account and make agency improvements if necessary.

In addition, departing employees from the agency are also encouraged to complete the State of Oregon- Statewide Exit Interview Survey. The survey for the period July 2014 through July 2016 included responses from six employees. The responses were reviewed by the Appointing Authority and will be presented to the Executive Team to take suggestions/recommendations into account and make agency improvements if necessary.

3. Performance Evaluation 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 they are evaluated on their efforts and success in promoting these important concepts including the following:

- (a) Creating a working environment which encourages all employees to achieve their full potential. This includes addressing career development opportunities, developing individual learning plans and by reviewing employee training and career plans to determine appropriate developmental assignments.
- (b) Maintaining a professional attitude and an inclusive work environment, free of intimidation, harassment and other forms of discrimination that enhances employee perception of ODF as their "employer of choice".
- (c) Responsibility for achieving the Department's Affirmative Action goals through recruitment, selection and retention of protected class individuals. Promote and support the value the Department places on Equal Employment Opportunity (EEO), Affirmative Action (AA), Diversity and Working Guidelines through individual actions and interactions with employees, applicants, stakeholders, community partners, and landowners.

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

Registered Women and Minority Owned Businesses that ODF did business with between January 1, 2014 and June 30, 2016.

ODF total contracts: 217

Total Contract Expenditures (for all 217 overall): \$11, 172, 684

Total awarded contract values and IFCA contract payments (combined):

- CAWOOD Communications, Inc. (WBE): \$ 9,500
- Franco Reforestation Inc. (MBE): \$346,215
- MQ Franco Reforestation (MBE): \$488,215
- Westcoast Reforestation (MBE): \$503,812

A review of our contract vouchers indicates that ODF is hiring a high percentage of additional minority owned businesses, particularly for fire crews and forest silvicultural work, that are not currently registered under ORS 659A.015. During the 2017-2019 biennium, ODF will make a good faith effort to increase outreach efforts to women and

minority owned businesses. ODF will also continue to contract with non-registered women and minority owned businesses as feasible.

III – ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

A. Responsibilities and Accountabilities

1. State Forester/Leadership Team

State Forester

The State Forester 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 published Affirmative Action goals and objectives.

The State Forester leads an Executive Team (ET) which consider broad policies and executive decisions for the agency. This team has refreshed efforts related to succession management, Equity, Diversity and Inclusion. For instance, the State Forester has initiated ET meetings which includes emphasizing efforts to strengthen Government-to-Government relations. Specifically, to grow and strengthen agency relationships and increase ODF's communication and coordination with Oregon's nine federally recognized Tribes. One unique example of these refreshed efforts and partnering with one of the Tribes we have reached out to will take place on September 25th, 2016. On this date, the Tillamook Forest Center will host an exhibit highlighting the history, culture, and artistry of the Confederated Tribes of the Grand Ronde.

The State Forester has overall responsibility to:

- (a) Implement the Affirmative Action Plan.
- (b) Monitor progress toward meeting Affirmative Action goals.
- (c) Ensure compliance with all applicable federal and state laws, rules and regulations regarding Equal Employment Opportunity.
- (d) Deal directly with reported actions that are contrary to the policies and procedures outlined in the Affirmative Action Plan.

Leadership Team

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 area of responsibility.

The Leadership Team encourages employees to participate in training and development efforts which most effectively promote ODFs Affirmative Action Plan. For instance, during the 2016 ODF Agency Leadership Program, participants received a training highlighting Unconscious Biases. The content of the training emphasized unconscious

biases compromising diversity and inclusion efforts, the need to identify and confront unconscious bias in oneself and others and how to mitigate these effects.

In alignment with the ODFs refreshed efforts to strengthen Government-to-Government relations, ODFs Deputy State Forester/Tribal Liaison and Southern Oregon Area Director participate in Oregon's nine federally recognized Tribes Natural Resources Cluster Committee and the Legislative Commission on Indian Services meetings. Further, the Forest Practices Act Field Coordinator participates in the Tribes Cultural Resources Cluster Committee. In addition, ODFs Leadership Team nominate employees to participate in the following trainings to promote positive interactions with Tribes: Understanding Sovereignty, Effective State-Tribal Consultation, Building Successful Business Relationships with American Indian Tribes and Archaeological Awareness Training. Agency division trainings have also included training about cultural resource protection. The Leadership Team plans to continue these practices during the 2017-2019 biennium.

Specific Leadership Team responsibilities are to:

- (a) Establish a positive climate for program success within their area of responsibility.
- (b) Review personnel practices and procedures including training programs, hiring and promotion patterns, and work climate to identify possible roadblocks to equal employment opportunity and upward mobility, then take appropriate remedial action.
- (c) Participate in meetings of women's organizations, people of color organizations, people with disabilities, and community service groups, as appropriate.
- (d) Hold regular discussions with managers, supervisors, and employees to be certain that the Affirmative Action Plan is understood and is being implemented as assertively as possible.
- (e) Evaluate manager's and supervisor's performance on the basis of their Affirmative Action efforts and results as outlined in the Goals and Strategies Section (Part V).

2. Managers and Supervisors

Department managers and supervisors have the primary responsibility for the success of the Affirmative Action Plan through their direct supervisory roles.

ODFs Managers and Supervisors actively participate with ODFs recruiter's in making on-campus visits for job/career fair events. ODF Managers and Supervisors plan to make a special effort to continue to attend these events in the future as feasible and as funds are available.

Specific Manager and Supervisor responsibilities include:

- (a) Becoming thoroughly familiar with the details of the Affirmative Action Plan as they apply to his or her program/section or district/unit and monitor progress of hiring and promotions in relation to Affirmative Action goals.

- (b) Communicate the Affirmative Action Plan by:
 - 1. Briefing all new employees on the Plan.
 - 2. Maintaining a copy of the Plan readily available for reference and for employees to read.
- (c) Take steps to become involved in outreach and high school/college programs, such as "Career Days" to introduce potential applicants/students to the field of forestry and the Department to encourage their consideration of ODF or natural resources as a career option.
- (d) Take proactive steps to develop strong, diverse applicant pools for current and future vacancies. Select the best-suited candidates taking Affirmative Action goals into consideration.
- (e) Attend and encourage employees to attend Equal Employment Opportunity/Affirmative Action (EEO/AA) and Diversity training programs and/or conferences.
- (f) Create an inclusive working environment that encourages all employees to reach their full potential. This includes addressing career development opportunities, developing individual learning plans and by reviewing employee training and career plans to determine appropriate developmental assignments.
- (g) Maintain a professional attitude and an inclusive work environment, free of harassment and other forms of discrimination that enhances employee perception of ODF as their "Employer of Choice."
- (h) Promptly elevate informal and formal discrimination and sexual harassment complaints to the Human Resources Director.

3. Affirmative Action Officer

The Human Resources Director is responsible for the coordination of the Affirmative Action Plan and ensuring completeness and operational effectiveness of the program. The Human Resources Director represents the State Forester on all matters relating to Affirmative Action.

ODFs Human Resources Director/Affirmative Action Officer initiated committing ODF as a sponsoring agency of the annual Oregon State Diversity Conference. Attending the 2016 (and future) Diversity Conference will be a great way of gaining a deeper understanding of what Equity, Diversity & Inclusion mean to Forestry. Attending the Diversity Conference will also assist ODF in identifying resources for improving Equity, Diversity & Inclusion efforts. In an effort to promote greater diversity and inclusion, ODFs Human Resources Director also appointed the Organizational Development Manager as ODFs Affirmative Action Representative and Diversity & Inclusion Representative.

Specific Affirmative Action Officer responsibilities are to:

- (a) Develop the written Affirmative Action Plan.
- (b) Represent the agency at the Governor's Affirmative Action Meetings.
- (c) Publicize its content both internally and externally.
- (d) Assist managers and supervisors in collecting and analyzing employment demographics, identifying problem areas, setting goals and timetables, and developing programs to achieve goals.
- (e) Assist managers and supervisors to identify resources and opportunities to achieve affirmative action goals.
- (f) Periodically review internal policies and procedures to ensure alignment with the Department's EEO/AA policy.
- (g) Maintain statistical information of race, gender, and disabled with respect to personnel actions.
- (h) Establish outreach contacts with women, people of color, people with disabilities, community groups or organizations; and colleges/universities.
- (i) Provide counseling related to informal discrimination complaints.
- (j) Monitor and ensure that internal discrimination complaint procedures are being followed.
- (k) Promptly investigate and attempt to resolve all discrimination and sexual harassment complaints; and report directly to the State Forester all formal complaints.

Affirmative Action Representative

The Organizational Development Manager serves as the Affirmative Action Representative and is responsible for the development of ODFs Affirmative Action Plan. The Organizational Development Manager also serves as ODFs Diversity & Inclusion Representative.

ODFs Organizational Development Manager meets regularly with the Governor's Affirmative Action Office (GAAO) for informational trainings that are designed to assist Representatives in fulfilling their affirmative action responsibilities. Further, the Organizational Development Manager meets regularly with the Statewide Diversity and Inclusion Conference Planning Committee, to assist with planning the annual Statewide Diversity Conference. In addition, the Organizational Development Manager participates in Oregon's nine federally recognized Tribe's Cultural Resources Cluster Committee and the Legislative Commission on Indian Services meetings.

In 2016, the Organizational Development Manager initiated the development of ODFs Strategic Workforce Planning framework. Strategic Workforce Planning is an agency wide effort is designed to identify gaps, anticipate current and emerging needs, monitor, evaluate and revise resources in order to meet the agency's strategic goals now and in the future. In alignment with ODFs Affirmative Action Plan, ODFs Strategic Workforce Planning framework will incorporate an assessment instrument to monitor workforce

attitudes and experiences relating to Equity, Diversity & Inclusion. The method of assessing and monitoring workforce attitudes and experiences relating to equity, diversity and inclusion will be reported in ODFs 2019 – 2021 Affirmative Action Plan. In addition, future results from this assessment will be used to inform ODFs Affirmative Action Plan via training and development efforts.

In an effort to enhance current and future-oriented Diversity and Inclusion endeavors, the Organizational Development Manager has restructured ODFs New Employee Orientation to feature trainings promoting Equity, Diversity and Inclusion. For instance, ODFs New Employee Orientation training will feature trainings on promoting positive interactions with Tribes to protect Cultural Resources. In addition, the Organizational Development Manager developed a new Affirmative Action Plan training. This training is designed for all employees and will be featured in an Executive Team meeting to obtain support and alignment. Further, this training will be delivered during ODFs New Employee Orientation training and will ultimately be featured on the agency's Learning Management System (i.e., iLearn Oregon).

Specific responsibilities are to:

- (a) Develop the written Affirmative Action Plan/ represent the Affirmative Action Officers as appropriate, available and feasible.
- (b) Align ODFs Affirmative Action Plan and Strategic Workforce Plan.
- (c) Work closely with Executives, Managers/Supervisors and staff to promote the continuous improvement of ODFs Affirmative Action Plan.

4. All Employees

Apply the "Working Guidelines" and "Covey's 7 Habits" principles to the working environment as well as support the Department's Affirmative Action Policy, State of Oregon's Discrimination and Harassment and Maintaining a Professional Workplace Policies and other relevant policies.

For instance, over the years, ODF employees have been trained and continue to be training on topics such as Discrimination and Harassment-Free Workplace (including Sexual Harassment), Violence in the Workplace and Maintaining a Professional Workplace. During said trainings, employees are encouraged/challenged to apply ODFs Working Guidelines and the importance of individual differences through conversations with peers. Employees will continue to be encouraged to attend said trainings, as well as incorporate Equity, Diversity and Inclusion as part of their Individual Learning Plans.

B. Policy and Plan Dissemination

Internal: All employees will continue to be informed of the Affirmative Action Policy and Plan to ensure their understanding, and gain their acceptance and support for its implementation.

- The policy will be published on the internal website. Copies of the complete Affirmative Action Plan will be distributed to each manager to be accessible to employees.
- Meetings shall be conducted with executive, managerial, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation.
- Policy statements shall include a clear statement of the agency head's commitment to affirmative action and support for the policy and plan. The policy shall be thoroughly discussed in the orientation of employees and internal management training programs.
- Union officials will be informed of the policy and their cooperation will be requested. Non-discrimination clauses should be included in all union agreements, and all contractual provisions will be reviewed to ensure non-discrimination.

External: The Department shall put itself on public record as an affirmative action/equal opportunity employer. Consistent with that posture:

- A copy of the Affirmative Action Plan must be made available to interested members of the public.
- An EEO/AA statement must be included on each job announcement (i.e. "THE OREGON DEPARTMENT OF FORESTRY IS AN EQUAL EMPLOYMENT, AFFIRMATIVE ACTION EMPLOYER COMMITTED TO WORKFORCE DIVERSITY.")
- All bidders, contractors, subcontractors, and suppliers of materials shall be notified of the ODF's Affirmative Action Policy. Notice shall include a statement that the Department will not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials who discriminates against members of any protected class.
- Except in the case of a bona fide occupational qualification, employment advertising shall omit reference to gender, religion, age, and national origin, and shall clearly convey the commitment of the Department to Equal Opportunity/Affirmative Action.

IV – JULY 1, 2014 – JUNE 30, 2016 ACCOMPLISHMENTS AND PROGRESS MADE OR LOST SINCE PREVIOUS BIENNIUM

A. Accomplishments

During the 2015-2017 biennium, ODF employees have been involved with activities to attract and retain a diverse workforce and have met parity in some Equal Employment Opportunity (EEO) categories.

The total number of ODF employees increased from 1,057 in July 2014, to 1,069 in July 2016. The information in the charts below came from the Affirmative Action Progress Reports provided by the Department of Administrative Services.

ODF has met parity (3.8%) for people of color in the Protective Service Workers (Security Officers) category at 13.5%, and parity (7.5%) for people of color in Skilled Craft Worker (Mechanic/Boiler Operator) category at 13.3%. There is still work required to reach parity in several of the other categories.

The charts below show the changes in numbers for Women, People of Color, and People with Disabilities between the 2015-2017 and 2017-2019 biennia.

B. Progress made or lost since previous biennium

Workforce Representation Data for the 2017-2019 Biennium

Table 3 depicts data illustrating progress made or lost for Women since the previous biennium.

Table 3. Data for Women

<i>Women</i>						
EEO-4 Category	15-17 Total Employees	15-17 Number Women	17-19 Total Employees	17-19 Number Women	% Change in Number of Women	17-19 % of Workforce
A. Officials/Administrators	47	11	47	12	9.09%	25.5%
B. Professionals	358	76	356	78	2.63%	21.9%
C. Technicians	36	5	38	4	-20.00%	10.5%
D. Protective Service Workers	121	5	116	7	40.00%	6.0%
F. Administrative Support	129	107	130	110	2.80%	84.6%
G. Skilled Craft Workers	18	0	17	1	0.00%	5.9%
H. Service Maintenance	348	44	365	51	15.91%	14.0%
TOTAL AGENCY	1057	248	1069	263	6.05%	24.6%

Women Data Analysis

Reported for the 2015-2017 biennium from June 2014 statistics, women comprised 23.5% of ODF’s workforce. Reported for the 2017-2019 biennium using June 2016 statistics, women comprise 24.6% of ODF’s workforce. An increase in the number of women in concert with an increase of the total workforce resulted in an incline of 1.1% from the previous biennium. At the same time, there were increases in the following EEO categories: Professionals (i.e., an incline of .7%), Protective Service Workers (i.e., an incline of 1.9%), Administrative Support (i.e., an incline of 1.7%), Skilled Craft Workers (i.e., an increase of 5.9%) and Service Maintenance (i.e., an increase of 1.4%). This closely follows the trend from the 2015-2017 biennium. The EEO categories where significant decreases occurred over the course of the 2015-2017 biennium were in the following job categories: Technicians (i.e., a decline of 3.4%).

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

Table 4. Data for People of Color

<i>People of Color</i>						
EEO-4 Category	15-17 Total Employees	15-17 Number People of Color	17-19 Total Employees	17-19 Number People of Color	% Change in Number of People of Color	17-19 % of Workforce
A. Officials/Administrators	47	3	47	3	0.0%	6.4%
B. Professionals	358	20	356	20	0.0%	5.6%
C. Technicians	36	2	38	2	0.0%	5.3%
D. Protective Service Workers	121	8	116	13	62.5%	11.2%
F. Administrative Support	129	6	130	10	66.7%	7.7%
G. Skilled Craft Workers	18	2	17	2	0.0%	11.8%
H. Service Maintenance	348	28	365	33	17.9%	9.0%
TOTAL AGENCY	1057	69	1069	83	20.3%	7.8%

People of Color Data Analysis

Reported for the 2015-2017 biennium from June 2014 statistics, employees of color who chose to disclose this voluntary information comprised 6.5% of ODF’s workforce. Reported for the 2017-2019 biennium using June 2016 statistics, employees of color who chose to disclose the voluntary information comprised 7.8% of ODF’s workforce. An increase in the number of people of color in ODF’s workforce in concert with an increase in total employment resulted in the increment ratio of 1.3%. At the same time, there were increases in the following EEO categories: Protective Service Workers (i.e., an increase of 4.6%), Administrative Support (i.e., an increase of 3%), Skilled Craft Workers (i.e., an increase of .7%) and Service Maintenance (i.e., an increase of 1%). The EEO job category where a decrease occurred was Technicians (i.e., a decrease of .3%).

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

Table 5. Data for People with Disabilities

<i>People with Disabilities</i>						
EEO-4 Category	15-17 Total Employees	15-17 Number Employees with Disabilities	17-19 Total Employees	17-19 Number Employees with Disabilities	% Change in Number Employees with Disabilities	17-19 % of Workforce
A. Officials/Administrators	47	1	47	1	0.0%	2.1%
B. Professionals	358	7	356	6	-14.3%	1.7%
C. Technicians	36	1	38	0	-100.0%	0.0%
D. Protective Service Workers	121	0	116	0	0.0%	0.0%
F. Administrative Support	129	2	130	1	-50.0%	0.8%
G. Skilled Craft Workers	18	0	17	2	0.0%	11.8%
H. Service Maintenance	348	0	365	0	0.0%	0.0%
TOTAL AGENCY	1057	11	1069	10	-9.1%	0.9%

Employees with Disabilities Data Analysis

Reported for the 2015-2017 biennium from June 2014 statistics, employees with disabilities who chose to disclose this voluntary information comprised 1% of ODF's workforce. Reported for the 2017-2019 biennium using June 2016 statistics, employees with disabilities who chose to disclose the voluntary information comprised .9% of ODF's workforce. There was a decrease in the number of employees with disabilities from 11 to 10 and the ratio of employees with disabilities in ODF's workforce declined by .1%.

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 2017-2019 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, 2016 – JUNE 30, 2019 GOALS AND STRATEGIES

A. Short-Term Goals

In order to focus our effort, short-term goals for 2017-2019 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%), people of color (7.2%) and people with disabilities (6%).

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% (i.e., B08 parity percentage for women). Second, set the Department goal for the overall Security Officer (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 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%).

B. Strategies for achieving goals

Problem Analysis and Action Plan

Due to budgetary constraints, the Oregon State Government has often faced the difficult decision of imposing hiring freezes on its state agency's (e.g., on December 13, 2011, Governor John Kizhaber ordered state agencies to suspend all but essential hiring). In addition, hiring freeze exception criteria and procedures have been imposed on Forestry in an effort to align with budgetary constraints. The subsequent consequences of such statewide budgeting shortfalls and hiring freezes have hindered Forestry's ability to recruit and select employees during economically difficult times (e.g., upon identifying a Wildland Fire Suppression Specialist vacancy, Forestry has been required to complete a hiring exception form to be approved by the Department of Administrative Services (DAS) prior to hiring a candidate). 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 adequate compensation plans (particularly for managers) 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 fifteen (15) 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 over 31.9% of the jobs in this group and nearly 80% 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 especially 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 14.9% (as of June 30, 2016).

These past two years, the overall women representation in the agency increased slightly by 1.1% to 263. The number of people of color also increased by 1.3% to 83. Continued efforts are necessary to retain and recruit to achieve goals and ensure trends remain positive.

Action:

1. Continue to identify those positions for which forestry knowledge is not necessary or a minimal requirement and use the open competitive method for recruitment.
 2. Use the open competitive process whenever possible when recruiting for positions that require a forestry background.
 3. 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.
- Upper Management (A02): (consists of thirty-two (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% 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 (e.g., 28.1% in 2010, 31.3% in 2014 and 28.1% in 2016), but ultimately remains constant; and the percent of people of color has increased from 9.3% to 9.4%. 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.

Action:

1. Continue to identify those positions for which a natural resource background is not necessary and use the open competitive process to recruit.
 2. On an on-going basis, aggressively seek out top-notch protected class managerial candidates both inside and outside of state government, through professional networking.
 3. Use the open competitive process whenever possible when recruiting for natural resource positions.
 4. Continue to target women, people of color, and people with disabilities for leadership development opportunities, in particular ODF's Agency Leadership Program.
 5. Improve the representation of women, people of color, and people with disabilities in Middle Management (A01) and Natural Resource Professionals (B08) job categories.
- Natural Resource Professionals (B08): (consists of two hundred seventy-six (276) employees 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 26.6% 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 248 in June 2014, to 263 in June of 2016, we are still below our parity goal for women (25.10%). Increasing the number of women will remain a targeted effort. The number of people of color has also gradually increased from 69 during the 2015-2017 biennium to 83 during the 2017-2019 biennium, resulting in a 1.3% increase. While we may be closer to parity (7.2%) 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.

Action:

1. Continue the intern program that employs forestry and natural resource students during the summer as funds are available. Continue to recruit from a number of forestry schools (such as, Oregon State University, University of Oregon, Washington State University, University of Washington, Portland State University, Southern Oregon University, University of Idaho, Chemeketa Community College, Linn Benton Community College, Mt. Hood Community College, Central Oregon Community College, Oregon Institute of Technology). A special effort will be made to visit the following forestry schools, as feasible and as funds are available: University of Montana, Humboldt State, Northern Arizona University, and State University of New York. Seek out protected class candidates in hopes of recruiting some of them after they graduate.
 2. Continue to participate in career days and job fairs so that the Department is known as a potential employer.
 4. Continue to broaden outreach efforts by participating in Career Connections Programs. Evaluate how programs such as the Tillamook Forest Center and the Urban and Community Forestry programs and other natural resource educational programs can assist with outreach efforts.
- Security Officer (D01): [consists of 20 permanent and 96 seasonal (June-October) employees in Forest Officer positions and 1 seasonal employee in a Forest Officer (Entry) position]

This job group is underutilized in women and people with disabilities, however we have reached parity in the category of people of color.

Discussion: This job group represents employees in two unique forest officer positions. In June 2006, 9 out of 122 (7.3%) Forest Officers were women, and 9 out of 122 (7.3%) were people of color. In June 2010, 10 out of 127 (7.8%) Forest Officers were women, and 10 out of 127 (7.8%) were people of color. In June 2012, 6 out of 95 (6.3%) Forest Officers were women, and 11 out of 95 (11.5%) are people of color. In June 2014, 3 out of 97 (3.0%) Forest Officers are women, and 7 out of 98 (7.1%) are people of color. The representation for women has relatively remained the same. In June 2016, 6 out of 96 (6.3%) Forest Officers are women and 13 out of 96 (13.5%) are people of color. The representation of people of color is above parity (3.8%) at 31.5%.

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

1. The Natural Resources Professional (B08) and Natural Resources Technical (C08) job groups show women parity at 25.1% and 30.5% respectively. These parity figures represent natural resources within which forestry and wildland firefighting exist as occupations.
5. 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 12.0%, Wildland Fire Suppression Specialist (Entry) 12.8%, and Laborer/Student Workers 0.0%. In the summer of 2012, the percentage of women in Wildland Fire Suppression Specialist positions was 12.8%, Wildland Fire Suppression Specialist (Entry) 11.27%, and Laborer/Student Workers 0.0%. In the summer of 2016, the percentage of women in Wildland Fire Suppression Specialist positions are 12.4%, Wildland Fire Suppression Specialist (Entry) 14.8%, and Laborer/Student Workers 16.7%. With the exception of Labor/Student Workers, these representations have remained relatively the same over time.

Action:

1. 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.
 2. Emphasize the Forest Officer class including the Forest Officer (Entry) level to women at recruiting events.
 3. District outreach events need to ensure that female candidates are aware of seasonal employment opportunities.
 4. 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 three hundred forty-nine (349) 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 2016 data, the percentage of women in Wildland Fire Suppression Specialist positions was 12.4% and Wildland Fire Suppression Specialist (Entry) positions were 14.8%. This is an increase from July 2014 data, which reported 11.4% of women in Wildland Fire Suppression Specialist positions and 13.9% 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%. The arguments for a lower parity figure are the same as those outlined in D01. A goal of 25% seems to be more in line with reality.

Action:

1. 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.
 2. 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.
- Workers with Disabilities: The Department is underutilized in the people with disabilities category.

Discussion: The statewide goal for workers with disabilities is 6% of the workforce and the Department is currently at 1.7%. This is an increase from our previous biennium (i.e., 1%). Nevertheless, due to the nature of our seasonal workforce (labor intensive), it may be very difficult to achieve the 6%.

Actions:

1. The ADA Coordinators in the Human Resources Section will consult with supervisors when reasonable accommodations are requested and provide advice and guidance.
2. The Human Resources Section will assist supervisors who have employees with disabilities in locating needed assistance and/or training provided by the Vocational Rehabilitation Division, Commission for the Blind, Disabilities Commission and other related agencies and organizations.
3. In circumstances when the Human Resources Section has granted a request for formal accommodations or if the employee sustained a permanent disability via the workers' compensation process, the agency will designate these employees as disabled.

Internal Monitoring and Evaluation

The Oregon Department of Forestry shall monitor its affirmative action program on a continual basis, in preparation for the annual progress reports. Monitoring shall include such items as:

1. Continue to gather data (e.g., applicant flow data and hiring stats) and conduct an analysis of Wildland Fire Suppression Specialist, Wildland Fire Suppression Specialist (Entry), Forest Officers and Natural Resource Professionals.
2. Creating a process to gather data (e.g., applicant flow data and hiring stats) from Districts for delegated recruitments (Forest Lookouts).
3. Informing top management of problem areas and recommended corrective measures.
4. Consideration of changes in goals and objectives to meet ODF's changing employment needs.
5. A procedure for evaluating each supervisor's progress toward achieving the goals of the ODF's affirmative action plan.
6. Analysis of discrimination complaints.
7. Review of progress on implementation of programs developed to achieve goals.
8. Review composition of interview panel members.
9. Exit interviews will address work climate issues.

Support data shall be compiled and retained by ODF as part of the Affirmative Action Program, to be made available to the Governor's Affirmative Action Office upon request.

Development and Implementation of Programs

In addition to the specific actions identified for each job group, the following represent policies and actions the Department will undertake.

1. 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 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.
2. Recruiting periods will be of a sufficient length to adequately allow for proper distribution and response to every recruiting announcement.
3. Selection is one of the main tools available to overcome the effect of past and present discrimination in the Department. Policy requires that "the best suited person" be selected for each position. For the purposes of this plan, 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. Desired

attributes, special skills and abilities are also considered during selection. The decision as to who is the best suited must be made on a position by position basis.

4. District Foresters and Program Directors will make a sincere effort to hire protected class students from forestry and natural resource schools into existing positions for seasonal work. In addition, these managers will make an effort to recruit qualified protected class and people with disabilities when filling permanent vacancies. Districts will develop local contacts with organizations such as tribal or Hispanic groups, especially when recruiting for seasonal positions.
5. The Department will participate in "Career Days" and "Job Fairs" at schools and community groups. Emphasis will be placed on schools and/or groups with diverse populations.
6. Actively participate in the statewide Career Connections initiative by strengthening our official business partnership with the Salem-Keizer School District.
7. Forestry is currently engaged in efforts to revitalize ODFs Internship Program. The Department will continue to strive to maintain an Internship Program to enhance our effectiveness in recruiting protected class candidates from forestry and natural resource schools as funding will allow. Accordingly, students will be hired into summer seasonal positions before they graduate in order to give them the opportunity to work and exposure to the agency. This will hopefully encourage their return after graduation to agency employment and sharing information on the agency to other students.
8. Increase awareness of employees and managers regarding Affirmative Action goals and diversity issues. Human Resources will present an update biennially on the Affirmative Action Plan, provide periodic updates on Affirmative Action accomplishments, and consult with managers whenever a position is to be filled. Additionally, Human Resources will ensure the delivery the Affirmative Action Plan training to augment these efforts. While this training will be offered in a lecture format, the goal is to feature this training on ODFs Learning Management System (i.e., iLearn Oregon), to increase employee accessibility and utilization.
9. In order to create a work environment that works for all employees and allows them to meet their full potential, the department will utilize the "Working Guidelines" to foster trust and positive work relationships. This includes addressing career development opportunities, developing individual learning plans and by reviewing employee training and career plans to determine appropriate developmental assignments. The department will continue to send employees to our "Covey's Seven Habits" training course which complements the "Working Guidelines."
10. Government-to-Government State/Tribal relations task force was established to create a network of intergovernmental cooperators to address preservation of Native American archeological and cultural sites throughout Oregon. In addition, in cooperation with the Oregon Department of Parks and Recreation, the task force has developed an archeological and cultural awareness training session for ODF employees with information on the appropriate process to protect Native American sites.

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VI - APPENDIX A – STATE POLICY DOCUMENTATION

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

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

VII - APPENDIX B – FEDERAL DOCUMENTATION

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

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

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VII - APPENDIX C – AGENCY DOCUMENTATION IN SUPPORT OF AFFIRMATIVE ACTION PLAN

1. Reasonable Accommodation Directive

Human Resources
2/12 – P.N. 1055

DIRECTIVE
0-3-4-400, p. 54

DEPARTMENT OF FORESTRY REASONABLE ACCOMMODATION

POLICY: It is the policy of the Oregon Department of Forestry (ODF) to provide Reasonable Accommodation to employees, applicants, and members of the public who use ODF offices and facilities under the Americans with Disabilities Act (ADA) and Americans with Disabilities Act Amendments Act (ADAA).

AUTHORITY:

- Americans with Disabilities Act (ADA) of 1990
- Americans with Disabilities Act Amendments Act (ADAA) of 2008
- Civil Right Act of 1991
- Rehabilitation Act of 1973
- 42.S.C. Section 12101 et seq.It
- ORS Chapter 240 (State Personnel Relations)
- ORS Chapter 659A (Unlawful Discrimination in Employment, Public Accommodation and Real Property Transactions; Administrative and Civil Enforcement)
- DAS Policy 50.020.10 ADA and Reasonable Accommodation in Employment
- ODF Directive 0-5-1-301 Department Public Records
- ODF Directive 0-5-1-215 Announcing and conducting public meetings

DEFINITIONS:

Individual with a Disability: A person to whom one or more of the following apply: A person with a physical or mental impairment who substantially limits one or more of the major life activities of such a person without regard to medications or other assistive measures a person might use to eliminate or reduce the effect of impairment; a person with a record of such an impairment; or a person regarded as having such impairment.

Essential Functions: Basic job duties that an employee must be able to perform, with or without reasonable accommodation. Each job should be carefully examined to determine which functions or tasks are essential to performance.

Reasonable Accommodation: Change or adjustment to a job or work environment that enables a qualified employee with a disability to perform the essential functions of a job, or enjoy the benefits and privileges of employment equal to those enjoyed by employees who have no disabilities.

See State HR Policy 50.020.10 - ADA and Reasonable Accommodation in Employment for additional information.

STANDARDS: The Oregon Department of Forestry (ODF) will actively seek out and encourage people with disabilities to apply for employment positions in the agency.

The rights of people with disabilities are protected under federal and state laws. Reasonable accommodation is a provision required by law. This policy ensures the implementation of Civil Rights Laws which are designed to enhance job opportunities to provide for convenient access to all public facilities, and to prevent discrimination in employment based on disability.

People with disabilities, who either apply for, are currently employed by, or work on contract with this agency, will be provided reasonable accommodation when requested, if such measures are not an undue hardship on ODF.

ODF will comply with the Americans with Disabilities Act (ADA) and Americans with Disabilities Act Amendments Act (ADAA), and in doing so will meet the Act's requirement of providing reasonable accommodation in the following areas:

- Ensure equal opportunity in the application process;
- Provide reasonable accommodation to enable qualified individuals with disabilities to perform the essential functions of a job;
- Provide employees with disabilities the same employment rights and privileges that are enjoyed by employees without disabilities; and
- Provide equal access to ODF's programs and services (employees and public).

Reasonable accommodation is a critical component of the Act's assurance of non-discrimination, and is a means of overcoming barriers that prevent or restrict employment opportunities for otherwise qualified individuals with disabilities.

ODF will post notices containing the provisions of the ADA and ADAA, including the reasonable accommodation obligation.

Under the ADA and ADAA, an accommodation is any change, modification or adjustment of the work environment which enables individuals with disabilities to enjoy equal employment opportunities.

No specific form of accommodation is guaranteed for all individuals with a particular disability or for all individuals in a particular job. The process of identifying whether and to what extent reasonable accommodation is required will be made on a case-by-case basis and will involve an interactive process between both the employer and the person with a disability.

A. Applicants

- An applicant may ask for accommodation in the recruitment and selection process. Only an employee can request accommodation to perform essential functions of a position. Supervisors, upon receiving a request, will contact Human Resources and take the following analytical approach:
 - (a) Analyze the particular job to determine its purpose and essential functions;

- (b) Consult with the employee to find out the precise job-related limitations imposed by the disability and how those limitations can be overcome;
 - (c) Identify potential accommodations and assess the effectiveness of each in enabling the employee to perform the essential functions of the job, with the employee's assistance;
 - (d) Consider the employee's accommodation preferences and select and implement the accommodation most appropriate for both the employee and employer.
2. When a reasonable accommodation is requested by applicant, the supervisor will make every effort to accommodate, but in some cases an in-depth analysis may be required. The reasonable accommodation decisions will be documented.

B. Employees

1. Employees may request specific accommodation or identify specific limitations imposed by a disability. The employee may submit their request to his/her supervisor, ODF's ADA Coordinator, or Human Resources. The employee needs not to mention the ADA or use the phrase like "reasonable accommodation" in their request which can be made orally or in writing.
2. Reasonable Accommodation -- The following criteria will be considered:
 - (a) The person must meet minimum qualifications and pass experience/skills criteria for the position.
 - (b) The person must demonstrate he/she is able to perform the essential functions of the job, with or without accommodations.
 - (c) Medical documentation shall be provided to establish eligibility.
3. ODF's ADA Coordinator will facilitate an interactive process and explore potential accommodations that would address the limitations with the employee and supervisor. This may include identifying a variety of resources from accommodation devices to ergonomic equipment and/or other appropriate sources of technical expertise on job/worksite analysis/modification, adaptive aides and equipment, and other possible accommodations.

C. Confidential Medical Records

1. Disabled applicants and employees are to be treated fairly and with respect.
2. All medical information will be kept confidential and in locked files, separate from employee personnel files.

D. Public Access/Assistance

1. ODF provides the following services upon request; qualified sign language interpreters, readers, writers, large print, Braille or taped material, and/or other appropriate communication access to persons whose disabilities affect their ability to receive or express information through speech or print. Some of the services are

covered by Directive 0-5-1-301 DEPARTMENT PUBLIC INFORMATION RECORDS, and Directive 0-5-1-215 ANNOUNCING AND CONDUCTING PUBLIC MEETINGS.

2. All public meetings will be held in accessible locations. Meeting notices and interview notices will contain similar or the following language: "In order to ensure the broadest range of services to individuals with disabilities, we may need lead time to make the necessary arrangements. Persons requiring a sign language interpreter, assistive listening device, large print material, or other accommodations, please call at least two working days (48 hours) in advance: (contact phone number for meeting) VOICE; OR 503-945-7200."

E. Complaint Process

1. ODF has an internal dispute resolution process along with a provision for the timely notification of complainants of their right to seek resolution through appropriate administrative or civil procedures external to ODF. This process applies to applicants and employees wishing to appeal an accommodation decision by ODF.
2. A complaint or concern may be directed to the employee's supervisor, ODF's ADA Coordinator, or Human Resources at 503-945-7200. All complaints will be investigated fully.
3. Complaints may also be made to the following:

Equal Employment Opportunity Commission
Seattle District Office
Federal Office Building
909 1st Avenue, Suite 400
Seattle, WA 98104-1061
Phone: (206) 220-6883 (Voice)
TTY: (206) 220-6882

U.S. Department of Justice
Civil Rights Division Office on the Americans with Disabilities Act
P.O. Box 66118, Washington, DC 20035-6118
Phone: (800) 514-0301 (Voice)
TTY: (800) 514-0381

Retaliation: Any retaliation against an employee who files a complaint, participates in an investigation, or reports observing discrimination, workplace harassment, or sexual harassment is prohibited and will not be tolerated.

Directive History

<i>Date</i>	<i>Description</i>
02/12	New Directive

034400 - Reasonable Accommodation.docx/Jaz F (Dir)

2. Forestry Department Training and Development Directive

Human Resources
9/94 - P.N. 868

DIRECTIVE
0-3-5-000

FORESTRY DEPARTMENT TRAINING AND DEVELOPMENT

PURPOSE. The purpose of this directive is to define the policy, goals, scope, and responsibilities for employee training and development in the Department of Forestry.

GOALS. The goals of the training and development program are:

1. To contribute to the attainment of Forestry Department goals and objectives by providing training and development that will maintain employees at the knowledge and skill level necessary to do their jobs effectively and efficiently.
2. To identify employees who are interested in advancement and prepare them so there will be a good supply of qualified candidates available for promotion as vacancies occur.

POLICY. To achieve these goals it is the policy of the department to provide training and career development opportunities to employees in:

1. The requisite knowledge and skills needed to effectively perform the duties, responsibilities, and tasks of their job assignments including any training required by law, rule, or policy.
2. Areas that will enhance their value to the department either now or in the future.
3. Areas that will prepare them for advancement where appropriate.

AUTHORITY. Oregon Revised Statutes 240.145, 240.250, 240.551, and Department of Administrative Services Personnel Rule 90.000.01 provide agencies and departments with the authority to implement training and development programs.

SCOPE. This directive is to be applied department-wide.

3. Violence-Free Workplace (Statewide Policy No. 50.010.02)



Statewide Policy

SUBJECT: Violence-Free Workplace	NUMBER: 50.010.02
DIVISION: Human Resource Services Division	EFFECTIVE DATE: 6/7/10
APPROVED: Signature on file with Human Resource Services Division	

POLICY STATEMENT: Oregon state government is committed to a violence-free work environment.

AUTHORITY: ORS 240.306; 240.321; 240.555; 240.560

APPLICABILITY: All employees, subject to ORS 240, State Personnel Relations Law, except where in conflict with a collective bargaining agreement, includes temporary employees and volunteers

ATTACHMENTS:

DEFINITIONS: See State HR Policy 10.000.01 Definitions; and OAR 105-010-0000

POLICY

- (1) The agency director administers this policy as the agency's Violence-Free Workplace policy.
- (2) This policy prohibits workplace violence which is behavior that to a reasonable person is intimidating, hostile, threatening, violent or abusive. Such behavior may include:
 - (a) Threats and threatening behavior such as physical, verbal, or written acts that express or are reasonably perceived to imply intent to cause physical or psychological harm against a person or persons, or cause damage to property
 - (b) Statements, gestures, or expressions that communicate a direct or indirect threat of physical or psychological harm
 - (c) Violent behavior such as carrying out threats or threatening behavior.
- (3) Refer to agency processes for incidents involving individuals in the care and custody of the agency.
- (4) The agency director, human resource section, or safety section designs a general safety plan for the agency and specific safety plans with at-risk employees to prepare for emergencies. Resources for safety planning and training appear in State HR Policy 50.010.04 Workplace Effects of Domestic Violence, Sexual Assault, and Stalking and the accompanying online Toolkit; and online through the Department of Consumer and Business Services and the Oregon Occupational Safety and Health Administration.
- (5) Employees report immediately any potentially dangerous situations such threats or threatening behavior and other behaviors listed in Section (2), to the agency Director, a supervisor, the agency Human Resource section, or the agency safety section. Employees may make anonymous reports. Supervisors and safety officers notify the agency director or the agency human resource section of any reports they receive from employees.
- (6) The agency director, human resource section, safety section or a designee assesses all reported incidents, investigates when appropriate and responds. The agency follows its safety plan to address

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immediate threats to agency employees or others. The agency reports threats or assaults that require the immediate attention of law enforcement or security to the appropriate security entity, the police at 9-1-1, or the local law enforcement emergency number where 9-1-1 does not exist. The agency handles reports or incidents involving confidential information appropriately and only discloses the information on a need-to-know basis or when legally required.

- (7) Agency management or law enforcement may direct people who engage in workplace violence (employees, volunteers, customers, vendors, or visitors) to leave the premises if warranted. Criminal penalties, or barring from the workplace may also occur as well as discipline, up to and including dismissal (applies to employees), and termination from appointment (applies to temporary employees and volunteers).
- (8) Retaliating against employees who report or experience workplace violence or who participate in an investigation of workplace violence is prohibited. Any employee found to have engaged in retaliatory action or behavior may be subject to discipline, up to and including dismissal.
- (9) Agencies take the following measures to promote a safe working environment:
 - (a) Conduct reference checks of final candidates to reduce the risk of hiring people with a history of violent behavior. Conduct criminal history background checks when authorized by statute or Executive Order.
 - (b) Train employees and managers to identify and respond to unsafe workplace hazards, employees, or other people in the workplace who exhibit behavior that could be a sign of danger.
 - (c) Conduct periodic inspections of the premises to evaluate and determine vulnerabilities to workplace violence or hazards and take reasonable action to reduce identified risks.

4. Workplace Violence Directive

Human Resources
09/02 - P.N. 956

DIRECTIVE
0-3-6-011

WORKPLACE VIOLENCE

PURPOSE: The purpose of the Workplace Violence directive is to promote a safe workplace environment and reduce the risk of violence in the workplace for all employees.

POLICY: It is the policy of the Department that no violence of any kind is permitted at any time at any location where the work of the Department is being conducted. This includes but is not limited to any building or property owned, operated, leased, occupied or controlled by ODF, any location or ownership under the Department's regulation, or any location where an employee is directed to be.

AUTHORITY: State Policy 50.010.02: Violence-Free Workplace; State Policy 50.010.01: Harassment-Free Workplace; Directive 0-3-6-020: Standards for Conducting Inspections on Private Land; Directive 0-3-6-010: Possession of Firearms; SEIU Collective Bargaining Agreement Letter of Agreement 121.00-99-41.

DEFINITIONS:

Workplace: Any location or ownership under the Department's regulation or any location where an employee is directed to be.

Dangerous situation: Any event where an employee is exposed to behavior that to a reasonable person is intimidating, hostile, threatening, violent, abusive or offensive or acts that express or are reasonably perceived to express intent to cause damage to property.

STANDARDS:

The Department has zero tolerance for behavior that to a reasonable person is intimidating, hostile, threatening, violent, abusive or offensive. Such behavior can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical or psychological harm. Also prohibited are acts that express or are reasonably perceived to express intent to cause damage to property. Employees who commit such acts may be removed from the premises and may be subject to disciplinary action, up to and including dismissal, criminal penalties or both.

The Department will respond to workplace violence appropriately where individuals other than employees are concerned. Appropriate actions may include referral to appropriate law enforcement authorities that may result in criminal charges.

WORKPLACE VIOLENCE

STANDARDS: (Cont.)

Any potentially dangerous situations that occur in the workplace must be reported immediately to the supervisor or Human Resources Section. Reports may be made anonymously and all reports will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others on a need-to-know basis. Supervisors shall report incidents to the Human Resources Section.

This policy prohibits retaliation against employees who report or experience workplace violence. Any employee found to have engaged in retaliatory action or behavior will be subject to discipline, up to and including dismissal.

Employees will be provided copies of Local Workplace Violence Prevention Plans that will be located in the required local safety plan and updated annually. Each location should analyze their work environment and, if necessary, incorporate additional training and/or guidance into their plan. Training development for forest inmate crew coordinators will be coordinated with the Department of Corrections in response to the agency's budget note for the 2001-2003 biennium.

Employees who confront or encounter an armed or dangerous person should not attempt to challenge or disarm the individual. Employees should remain calm. If a supervisor can be safely notified of the need for assistance without endangering the safety of the employee or others, such notice should be given.

RESPONSIBILITIES:

Managers/Supervisors: Inform all employees of this policy. Investigate reports. Be aware of employee security issues and work with employees to mitigate such issues where possible. Ensure a local prevention plan for workplace violence is developed, placed in the local safety plan, implemented and annually updated. Ensure the contractually required training in workplace violence is offered annually to employees.

Employees: Comply with the policy. Report situations that involve employee security issues.

Safety Coordinator: Assist supervisors by providing suggestions and identifying resources to assist in workplace violence prevention and mitigating dangerous situations. Maintain a library of training materials for use by supervisors, employees and work units.

REVIEW: This directive will be reviewed and updated if necessary every three years from the date it is issued.

5. Workplace Effects on Domestic Violence, Sexual Assault and Stalking (Statewide Policy No. 50.010.04)



Statewide Policy

SUBJECT: Workplace Effects of Domestic Violence, Sexual Assault and Stalking	NUMBER: 50.010.04
DIVISION: Human Resource Services Division	EFFECTIVE DATE: 04/09/10
APPROVED: Signature on file with Human Resource Services Division	

POLICY STATEMENT: Oregon state government promotes early intervention to **prevent** or minimize domestic violence, sexual assault or stalking in the workplace. This policy **supplements** other statewide policies **on** workplace violence and harassment. The existence of a protective order, a criminal proceeding or law enforcement involvement is not necessary to invoke this policy. Domestic violence, sexual assault and stalking are crimes punishable by law.

AUTHORITY: ORS 240.145, 240.555, 240.560, Governor's Executive Order 07-17, **ORS 659A-270 through 290 and OAR 839-005-160 through 0170**

APPLICABILITY: **All employees subject to ORS 240, State Personnel Relations Law, except where in conflict with a collective bargaining agreement**

ATTACHMENTS: None

DEFINITIONS: See State HR Policy 10.000.01 Definitions and OAR 105-010-0000. For the purpose of this policy, the following definitions apply:

- (a) "Domestic **violence**" means coercive behavior by one person in a current or former domestic **relationship**, intimate **relationship**, or dating relationship to gain power and control over **the other** person in that relationship. **Such behavior** may include physical or sexual assault or the threat thereof; sexual, emotional or psychological intimidation; verbal abuse; stalking; or economic control.
- (b) "Sexual **assault**" means rape, unlawful penetration, or any unwanted touching of a sexual or other intimate part of a person or causing such a person to touch a sexual or other intimate part of the perpetrator for the purpose of arousing or gratifying the sexual desire of either person.
- (c) "Stalking" means intentional, knowing or reckless, repeated and unwanted contact with the victim that causes the victim reasonable fear **for his or her** physical safety. **Stalking does not include** written or verbal **communication** unless it conveys: 1) a direct or imminent threat to the personal safety of the victim, or the victim's immediate family or household members and 2) likelihood of unlawful acts.
- (d) "Batterer," "perpetrator" or "abuser" means the **person** who commits or threatens an act of domestic violence, sexual assault or stalking.
- (e) "Victim" means one who **suffers** harm or is made to suffer from acts or threats of domestic violence, sexual assault or stalking.

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- (f) “Protective order” means a valid restraining order, stalking order, no-contact order, or any court order (federal, state, local or tribal) that restrains a person from contact with the protected person.
- (g) “Victim advocacy provider means a private, non-governmental program that offers support, advocacy, safety planning or counseling; crisis centers or women’s shelters for victims of domestic violence, rape, sexual assault or stalking.

POLICY

(1) An agency director must administer State HR Policy 50.010.04 as the agency’s policy to address the workplace effects of domestic violence, sexual assault and stalking.

(a) **Training**

(A) All executive branch agencies must provide either a hard copy or electronic version of this policy and related agency procedures, including a resource list, to all current and new employees.

(B) Training for managers, supervisors and human resource staff

(i) All current managers, supervisors and human resource staff hired on or before Feb.1, 2008 must complete mandatory training by Dec. 31, 2010. All managers, supervisors and human resource staff must complete mandatory training within two years of appointment. All managers, supervisors and human resource staff must complete refresher training every five years.

(ii) The mandatory training may be conducted on-line or in person by the agency, DAS, a local victim advocacy provider or the Bureau of Labor and Industries (BOLI), and must include the information listed in (1)(a)(C) and the following:

- (a) Responsibilities as an employer
- (b) How to respond when employees self disclose or request referral information
- (c) How to work with a victim advocacy provider to assist identified victims in workplace safety planning
- (d) How domestic violence, sexual assault and stalking affect the workplace, productivity, and safety risks to other on-site staff and visitors.

(C) Training for employees

(i) An agency must provide regular opportunities to all employees to attend voluntary training to learn more about:

- (a) The policy and agency procedures
- (b) The characteristics of domestic violence, sexual assault and stalking presented by a victim advocacy provider

- (v) The Oregon Law Help Web site www.oregonlawhelp.org contains contact information for local legal service offices as well as basic information about protections for gaining employment and housing
- (vi) Perpetrator Information: Contact the EAP service provider as listed above, or go to http://www.co.multnomah.or.us/dchs/dv/dvman_batt.shtml for a list of batterer intervention programs in Multnomah County. These service providers make referrals to local programs.

(c) Confidential Request and Referral

- (A) A manager, supervisor, human resource and safety staff must keep confidential to the fullest extent permitted by law:
 - (i) An employee’s request for resource or referral information about domestic violence, sexual assault, stalking, and additional security in the workplace
 - (ii) Witness reports of a threat or incident of domestic violence, sexual assault or stalking
 - (iii) An employee’s request for other related assistance from the manager, supervisor, human resource and safety staff
 - (iv) The report that an employee is a victim of domestic violence, sexual assault, or stalking
- (B) If the law or certain circumstances require disclosure of the above in (A)(i)-(iv), the manager, supervisor, human resource or safety staff will give advance notice to the employee whenever possible before making the disclosure.

(d) Employee Safety and Support

- (A) The agency must take appropriate action to keep all staff safe in the workplace if an agency manager, supervisor, human resource or safety staff learn of a threat or possibility of workplace domestic violence, sexual assault or stalking. Refer to policies listed in (1)(a)(C)(i)(f).
- (B) Any employee who witnesses a threat or incident of domestic violence, sexual assault or stalking at the employee’s workplace must report it to his or her manager, supervisor, human resource or safety staff immediately.**
- (C) If an employee **who is** a victim of domestic violence, sexual assault or stalking requests additional safety measures, the agency must take additional reasonable safety measures to protect the employee at work or in connection with work as consistent with the agency’s operational needs and does not create an undue hardship on the agency. An undue hardship is a significant difficulty and expense to the agency. The agency considers its size and critical needs when it assesses an employee’s request for additional safety and support measures.
- (D) Agencies must comply with all protective orders while the employee is in the workplace. If the parties to a civil protection order are employees of the same agency or work for

different agencies in the same building or have on-the-job contact with one another, the pertinent managers will minimize or eliminate contact between the parties, as required by the order or as requested by the victim. Note: protective orders from other states are enforceable in the state of Oregon.

- (E) Reasonable safety measures, support and assistance may include but are not limited to the following (as per federal or state law, [state HR policy](#) or collective bargaining agreement):
- (i) **An employee may request their personnel information be suppressed from public records requests as per OAR 137-004-0800**
 - (ii) Local advocacy and safety planning resource information
 - (iii) Pseudo name and email address for performing work
 - (iv) Alternate work schedules, transfer, or reassignment according to applicable policies and collective bargaining agreements
 - (v) Offering alternate parking spaces
 - (vi) Relocating or adjusting the employee's workstation, worksite or location
 - (vii) Screening telephone calls and visitors
 - (viii) Changing telephone number(s)
 - (ix) Alternate methods of receiving a paycheck
 - (x) Leave of absence per state law, policy or collective bargaining agreement
 - (xi) Sharing a copy of the protective order and a photograph of the abuser with the building security or safety staff, manager, supervisor or human resource manager to stop the abuser entering the workplace
 - (xii) Other safety measures as appropriate

(e) Prohibited Behavior

- (A) This policy prohibits discrimination and retaliation against an employee who is a victim of domestic violence, sexual assault or stalking or who requests or uses any provision of this policy. If any employee suffers such retaliation or discrimination, the employee may file a complaint with the human resource manager for investigation and appropriate action.
- (B) **An agency shall not refuse to hire an otherwise qualified individual; or discharge, threaten to discharge, demote, suspend or in any manner discriminate or retaliate against an individual with regard to promotion, compensation, or other terms, conditions or privileges of employment because the individual is a victim of domestic violence, sexual assault or stalking.**
- (C) This policy prohibits the threat of or commission of domestic violence, sexual assault, or stalking by an agency employee on agency premises or during working hours or at an agency-sponsored event.

6. Maintaining a Professional Workplace (Statewide Policy No. 50.010.03)



Statewide Policy

SUBJECT: Maintaining a Professional Workplace	NUMBER:	50.010.03
DIVISION: Human Resource Services Division	EFFECTIVE DATE:	08/27/07
APPROVED: Signature on file with the Human Resource Services Division		

POLICY STATEMENT: It is the policy of the State of Oregon to create and maintain a work environment that is respectful, professional and free from inappropriate workplace behavior.

AUTHORITY: ORS 240.145 and ORS 240.250

APPLICABILITY: All employees, including state temporary employees

ATTACHMENTS: N/A

DEFINITIONS: See also HRSD State Policy 10.000.01, Definitions; and OAR 105-010-0000

Agency: Refers to state agencies, boards and commissions

Professional Workplace Behavior: Supporting the values and mission of the State of Oregon and the agency, building positive relationships with others, communicating in a respectful manner, holding oneself accountable and pursuing change within the system.

Inappropriate Workplace Behavior: Unwelcome or unwanted conduct or behavior that causes a negative impact or disruption to the workplace or the business of the state, or results in the erosion of employee morale and is not associated with an employee's protected class status.

Examples of inappropriate workplace behavior include but are not limited to, comments or behaviors of an individual or group that disparage, demean or show disrespect for another employee, a manager, a subordinate, a customer, a contractor or a visitor in the workplace.

Inappropriate workplace behavior does not include actions of performance management such as supervisor instructions, expectations or feedback, administering of disciplinary actions, or investigatory meetings.

Inappropriate workplace behavior does not include assigned, requested or unsolicited constructive peer feedback on projects or work.

Protected Class Under Federal Law: Race; color; national origin; sex (includes pregnancy-related conditions); religion; age (40 and older); disability; a person who uses leave covered by the Federal Family and Medical Leave Act; a person who uses

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Military Leave; a person who associates with a protected class; a person who opposes unlawful employment practices, files a complaint or testifies about violations or possible violations; and any other protected class as defined by federal law.

Protected Class Under Oregon State Law: All Federally protected classes, plus: age (18 and older); physical or mental disability; injured worker; a person who uses leave covered by the Oregon Family Leave Act; marital status; family relationship; sexual orientation; whistleblower; expunged juvenile record; and any other protected class as defined by state law.

POLICY

- (1) It is the policy of the State of Oregon to create and maintain a work environment that is respectful, professional and free from inappropriate workplace behavior.
- (a) **Conduct** Employees at every level of the agency should foster an environment that encourages professionalism and discourages disrespectful behavior. All employees are expected to behave respectfully and professionally and refrain from engaging in inappropriate workplace behavior.
- (b) **Addressing Inappropriate Workplace Behavior**
- (A) Supervisors must address inappropriate behavior that they observe or experience and should do so as close to the time of the occurrence as possible and appropriate.
- (B) If an employee observes or experiences inappropriate workplace behavior and the employee feels comfortable in doing so, they should:
- (i) redirect inappropriate conversations or behavior to workplace business; and/or
- (ii) tell an offending employee his/her behavior is offensive and ask him/her to stop.
- (c) **Reporting Inappropriate Workplace Behavior**
- (A) An employee should report inappropriate workplace behavior he/she experiences or observes to his/her immediate supervisor as soon as practicable. If the employee's immediate supervisor is the one engaging in the inappropriate behavior, the employee should report the behavior to upper management, the agency head or Human Resource section, as soon as practicable. The report may be made orally or in writing.
- (B) If past practice exists in the agency, an employee who is represented by a labor union may have a union representative present during regular work hours, when reporting inappropriate workplace behavior and through the process set forth in this policy. The union representative must not be a witness or party to the investigation.
- (C) Reporting behavior or conduct directed toward an employee because of his/her protected class status is addressed in DAS Statewide Policy 50.010.01, Discrimination and Harassment Free Workplace.
- (d) **Responding to a Report of Inappropriate Workplace Behavior** Inappropriate workplace behavior must be addressed and corrected before it becomes pervasive, causes further workplace disruption or lowers employee morale. Unless the agency decides otherwise, the supervisor of the employee allegedly engaging in the inappropriate workplace behavior must investigate the report as soon as possible.

(e) **Consequences**

(A) Any employee found to have engaged in inappropriate workplace behavior, will be counseled, or, depending on the severity of the behavior, may be subject to discipline, up to and including dismissal.

(B) A supervisor who fails to address inappropriate behavior, will be counseled, or, depending on the severity of the behavior, may be subject to disciplinary action, up to and including dismissal.

(f) **Retaliation** Retaliating against someone for reporting or addressing inappropriate workplace behavior is prohibited. The agency will investigate reports of retaliation. Any employee found to have engaged in retaliation may be subject to discipline, up to and including dismissal.

7. Working Guidelines

Working Guidelines (revised 5/2/00)

The Department of Forestry believes the Working Guidelines are statements of behavior which, if mutually accepted and supported by all employees, will improve the flow of information and create an effective, respectful, and trusting work environment:

I Work With Others By:

- Being Polite and Respectful
- Praising and Valuing Others
- Counseling in Private
- Eliminating “Find Fault and Pin Blame”
- Eliminating Derogatory Comments and Put-down Humor
- Recognizing the Strength of the Diversity in Myself and Others
- Being Inclusive vs. Exclusive
- Striving for Win/Win Agreements

I Suspend Disbelief, And Encourage Others To Succeed.

I Take Responsibility To:

- Listen Carefully and With an Open Mind
- Be Proactive and Put First Things First
- Check Out Facts and Feelings
- Close the Loop on Ideas and Issues
- Seek Understanding, Acceptance, and Support (U.A.S.)
- Be Personally Accountable for My Decisions and Behavior

I Speak For Myself By:

- Avoiding Saying “We” or “You”, When I Mean “I”
- Using “We” by Permission

I Communicate With Others By Focusing On:

- Current Issues, Situations, Tasks and Not on the Person
- Observable Behavior and Events
- Specifics, Not Generalities or Gossip

I Recognize that What I Permit, I Promote.

I Take Responsibility To Express:

- What I See, Feel, Understand, and Believe
- What I Would and Would Not Like To Do
- How What is Happening Affects Me
- How Others Can Help

I Have Fun And Encourage Fun For Others.

8. Professional Standards

Oregon Department of Forestry - Professional Standards

The Oregon Department of Forestry expects all employees to adhere to and demonstrate the following professional values and standards:

I Will Uphold the Public Trust by:

- Following the ethics and expectations of being a public official in adhering to federal, state, and local laws as well as ODF directives, rules, and values not limited to:
 - Using state assets, state funds, and time in an effective and efficient manner and in compliance with state and federal laws, policies, and bargained contracts;
 - Honestly reporting required or requested information to supervisors and authorized reviewers;
 - Abiding by all aspects of Oregon Government Ethics Law, which contains prohibitions regarding use of your position for personal gain, privilege, or advantage;
 - Understanding the importance of reporting illegal and unethical behavior;
 - Understanding, using, or permitting the use, removal, borrowing, or lending of ODF property for other than official business is not allowed.

I Will Maintain a Professional Workplace by:

- Treating everyone professionally and with respect at all times with behavior that does not disparage, demean, intimidate, or result in the erosion of employee morale;
- Employing and promoting employees by their merit and experience without discrimination, favoritism, or nepotism;
- Following the ODF Working Guidelines, practicing Professional Standards and principles of Shared Leadership;
- Promoting an inclusive and safe work environment where reports of illegal and unethical behavior can be made without fear of reproach or retaliation;
- Respecting the human, civil, and legal rights, and dignity of individuals;
- Maintaining and improving professional competencies, skills, and abilities.

I Will Maintain a Safe Work Environment by:

- Maintaining situational awareness at all times and evaluating risk levels when making decisions;
- Arriving at work fit for duty;
- Speaking up about all safety concerns;
- Promoting and following safe practices and procedures.

9. Principles of Conduct Directive

Human Resources
10/11 - P.N. 1048

DIRECTIVE
0-3-4-200, p. 72

PRINCIPLES OF CONDUCT

PURPOSE: As a state agency, Oregon Department of Forestry (ODF), its employees, and volunteers serve as “public officials.” Public service is a public trust, requiring staff to place loyalty to laws and ethical practices above private gain, including being faithful to the principles of the state code of ethics (ORS Chapter 244). This directive is to establish expectations and resources to assist employees, volunteers, and interns in the professional and ethical performance of assigned duties and in the avoidance of conflicts of interest or the appearance of conflicts of interest.

POLICY STATEMENT: It is the policy of ODF that all employees will abide by the expectations established in the ODF Professional Standards document along with the ODF Working Guidelines, Oregon Ethics Laws, and the ODF’s Mission/Vision/Values statements. This policy is in place to ensure that as stewards of the public trust, employees will be held accountable to follow all state laws and policies and create a professional workplace environment to facilitate the ethical and professional accomplishment of ODF’s mission and vision.

Inclusive of this is the expectation that all employees understand their legal responsibility to report any potential or actual conflict of interest with their position to the appropriate appointing authority for review.

AUTHORITY:

ORS Chapter 244 – Government Ethics
ODF Directive 0-3-2-150 Nepotism
ORS 659.340 Miscellaneous Prohibitions Relating to Employment and Discrimination
ORS 244.130 Recording of notice of conflict/effect of failure to disclose conflict
State Policy 50.010.03 Maintaining a Professional Workplace
State Policy 50.010.01 Discrimination and Harassment Free Workplace
Oregon Department of Forestry Safety Manual

SCOPE: This directive is to be applied statewide to all ODF employees, volunteers, and interns.

DEFINITIONS:

Public Official – any person who is serving in a governmental capacity for the State of Oregon or any of its political subdivisions, or any other public body of the

state as an officer, employee, agent, or otherwise, and irrespective of whether the person is compensated for such services.

Conflict of Interest – employee participation in an action which could result in a financial benefit or detriment to the public official, a relative or member of the household of that official, or a business with which either are associated.

Unethical Behaviors – not conforming to approved standards of social or professional behavior.

DESCRIPTION: To faithfully serve the public trust, ODF, under the direction of the State Forester and Board of Forestry, expects that employees will act in a professional manner that merits public confidence and respect. This expectation requires all staff to appreciate the relationship between their actions, both on the job, and in their personal life, as it reflects through public opinion to ODF. A single employee's misconduct or ineffective performance can reflect negatively on his/her immediate coworkers, other staff, and government agencies in general, and can interfere with ODF's ability to accomplish its goals. While a diversity of opinion is encouraged in our decision-making process, employees are expected to publicly and internally support decisions made by ODF and the State of Oregon once they are made.

These expectations of conduct are defined within ODF Working Guidelines, Professional Standards, Mission/Vision/Values statements, and the Oregon State Ethics Laws, and are deeply rooted in existing state policy and our Directives. Mastering these principles of professionalism and public service can help position employees for career advancement.

A. ODF PROFESSIONAL STANDARDS: The Professional Standards statement is a companion document to the Working Guidelines and ODF's Mission/Vision/Values that describes the expectations of the State Forester and Board of Forestry for ethical and appropriate professional conduct detailing:

- **An obligation to uphold the public trust** regarding use of state assets, abiding by State Ethics Law, reporting obligations, and adhering to State and Federal law, and ODF policy.
- **Expectations to maintain and promote a professional workplace** through professional and inclusive behaviors, hiring and promotion expectations, respect for individual dignity, and expected dedication to individual competency.
- **The safety of the work environment** providing notice to all employees that they are expected to come to work fit for duty, and promote and follow safe practices.

B. Oregon Department of Forestry WORKING GUIDELINES: ODF has established the Working Guidelines as one of the fundamental orientation documents expressing ODF expectations for both written and verbal

communication and interpersonal interactions. The guidelines include specific statements regarding:

- Working with others
- Suspending disbelief and encouraging others to succeed
- Ownership of communication
- Communication focus
- Realization that what is permitted is promoted
- Proper expression of ideas
- Promotion of an enjoyable work environment

C. Oregon Department of Forestry MISSION/VISION/VALUES: Part of our responsibility as public officials with ODF is to facilitate the work and Mission of ODF as determined by the Board of Forestry representing the interests of the State of Oregon. The Vision Statements provide us with goals to measure our success in achieving the Mission. ODF Values set how we as public officials within ODF should interact with the state's interest and stakeholders in achieving ODF's Mission and Vision. All employees are responsible for understanding their role in that Mission. The Mission/Vision/Values document defines these important concepts that pertain to all employees.

D. ETHICS/CONFLICT OF INTEREST: Specific requirements, exceptions, limits, and examples are contained within ORS Chapter 244 Government Ethics, the OGEK Guide for Public Officials, and summarized in the ODF Employee Handbook. Some issues covered are:

- Secondary employment
- Use of state property/time
- Gifts/honoraria
- Financial gain/detriment
- Post-public employment
- Potential versus actual conflicts of interest/disclosure

Conflict of Interest

"Oregon Government Ethics law identifies and defines two types of conflicts of interest. An **actual conflict of interest** is defined in ORS 244.020(1) and a **potential conflict of interest** is defined in ORS 244.020(12). In brief, a public official is met with a conflict of interest when participating in official action which could or would result in a financial benefit or detriment to the public official, a relative of the public official, or a business with which either is associated."

A public official must announce or disclose the nature of an actual or potential conflict of interest every time an employee is met with a conflict of interest in the course of his/her duties. In addition, public officials who are appointed, employed, or volunteer must provide a **written notice** to the person who appointed or employed them. For ODF the written notice shall be provided to the District Forester/Program Director and Human Resources as soon as practically possible. The notice must describe the nature of the conflict of interest with which they are met [ORS 244.120(1)(c)]. A Conflict of Interest (COI) Form is

available for reporting and available from Human Resources or ODFnet forms. ODF will then record the disclosure of the nature of the conflict of interest in the official records and permanent personnel file. [ORS 244.130(1)]
[ORS 244.130 Recording of notice of conflict/effect of failure to disclose conflict]

IMPLEMENTATION: It is important for ODF to uphold the public trust by expecting professionalism and high ethical standards from its employees. Human Resources will be responsible for implementation of this policy. In order to gain understanding, acceptance, and support in this effort:

- ODF will provide mandatory training to all employees on ethics laws and professional expectations that will include: ethical decision-making tools, ethics laws, reporting instructions, behavioral expectations, and disciplinary consequences of misconduct. Employees will be instructed through training or orientation to review all associated policies and laws.
- Hard copies of the ODF Employee Handbook will be provided to all employees as primary orientation to the agency.
- Verification of these policy reviews will be housed within the employee's permanent personnel file.
- Forms will be provided to facilitate the reporting of Conflicts of Interest (COI).

RESPONSIBILITIES:

A. Executive Team and Leadership Team Members:

- Shall be responsible for ensuring that all personnel are informed of this policy and consequences for disregard of these expectations.

B. Supervisors:

- Should be knowledgeable about and model adherence to the rules, directives, and laws they are working under as public officials.
- Will promote understanding, acceptance, and support of these expectations along with associated state policies and laws by coaching and advising employees on ethical and professional decision-making and the consequences for inappropriate or unprofessional behaviors.
- Should remind employees of the requirements of disclosure when met with Conflicts of Interest in the scope of their duties.
- Will hold employees accountable and consult with Human Resources in maintaining a supervisory record of verbal or written disciplinary actions for employee behaviors that are in disregard of these expectations.

C. Employees:

- ODF expects all employees to act as public officials and be ambassadors of ODF regardless of their position.
- Will make an effort to understand this policy, and conduct ODF's business professionally and ethically.
- Will be expected to follow the reporting requirements described below.

D. Human Resources:

- Will ensure the publication and distribution of this policy and related resources in all available formats.
- Will advise and assist in enforcement of expectations by working with supervisors conducting disciplinary actions and reviewing of performance evaluations.
- Will observe the confidentiality of employee reporting of illegal, unethical, hostile, or unprofessional work behaviors, whenever possible.
- Will provide training or training curriculums and materials that promote policy understanding and provide resources to help ethical decision-making.
- Will conduct a periodic review of orientation materials to ensure consistency of messaging regarding expectations.

REPORTING:

- All employees are encouraged to report unethical or illegal behaviors to their Appointing Authority or Human Resources.
- If met with a potential or actual Conflict of Interest, employees must announce or disclose the nature of the conflict by providing written notice to their appointing authority (form in appendices). ODF will record the disclosure of the nature of the conflict in the public record and disclosure will be announced any occasion the employee participates in a matter that gives rise to the conflict of interest. Disclosure requirements are listed in ORS 244.120.

FAILURE TO COMPLY: Due to the far-reaching implications of unethical behavior and abuse of the public trust, inappropriate actions and failures to follow policy may result in disciplinary action up to and including dismissal from state service.

In addition, off-duty conduct that does not comply with ODF standards/expectations may also result in disciplinary action when such conduct has a nexus with ODF.

Violations of ethics laws are personal violations where individuals are personally responsible for payment of fines if found guilty by Oregon Government Ethics Commission. This includes failure to report an actual or potential conflict of interest. Ethics violations are not levied against ODF.

REVIEW: The directive will be reviewed and updated by the Human Resources Director as necessary within three (3) years from the date it is issued.

[Applicable Conduct Statements attached as Appendices.]

03xxxx – Principles of Conduct.docx/Jaz F (Dir)

Directive History

<i>Date</i>	<i>Description</i>
1/26/2011	This is a new 180-day directive.
10/17/2011	Moved to permanent status. No revisions were made.

10. Criteria for Evaluation of Manager's Performance in meeting Affirmative Action and Diversity Goals

For Purposes of Manager Performance Evaluation

Familiarity with Affirmative Action Plan, Diversity Action Plan, and Succession Management Plan

- Content and frequency of communication to staff.

Outreach Efforts

- Regular contact with local groups representing protected classes.
- Affirmation to such groups that the agency is an equal opportunity employer.
- Timely communication through "non-traditional" means (such as "minority interest" organizations and/or publications) that vacancies exist.
- Ensure protected class staff are aware of promotional opportunities as they arise.

Selection Procedures

- Composition of interview panels reflect job types (administrative, manager, non-manager, etc.), racial, and gender diversity.
- Review (appropriate for level of supervision) of interview panel questions and selection criteria to remove inadvertent bias.
- Review (appropriate for level of supervision) of minimum qualifications to detect possible artificial barriers to affirmative action goal accomplishment.

Development of Staff

- Communication to all staff of written procedure outlining eligibility for developmental experiences, training and assignments.
- Encouragement of protected class member participation in developmental assignments, training, etc.
- Actual protected class member participation in developmental assignments as a percentage of total participating.
- All employees have an annual individual learning plan that addresses career development opportunities.

Work Environment

- Demonstrated efforts to foster workplace atmosphere that welcomes diversity.
- Percentage of employees who have not yet attended Diversity training.
- Hours of diversity training provided to staff.
- Actions taken to resolve complaints of discrimination.
- Actions taken to resolve disabled access or accommodation issues.

Outcomes

- Composition of staff compared to long-range affirmative action goals. Special attention should be paid to job groups addressed in the Affirmative Action Plan.
- Progress (appropriate for level of supervision) towards affirmative action goals compared with last review period, or documentation of extenuating circumstances contributing to lack of progress.

Hires and promotions of targeted protected class members compared with opportunities to fill vacancies. Special attention should be paid to job groups identified in the Affirmative Action Plan.

11. Oregon Department of Forestry Diversity Action Plan
REVISED SEPTEMBER 2016

Category: Training				
Issue: Address the recommendations noted in the Diversity Survey				
Success Measure: Each employee is personally and professionally challenged and encouraged to achieve their full potential.				
Priority	Projects/Actions	Action Items	Responsibility	Status
H	1a.) Design and implement a management training series on conflict resolution, problem-solving, and interpersonal communication.	1. Develop a package of courses that address communication skill, conflict resolution, and coaching/facilitation skills. Look for ways to practice skills and refresh skills (task forces, videos, short courses, role-plays in safe environment, Bridges course dealing with change).	1. TC, Vendor	In process – Use ILP as base, committee to develop a list of vendors.
		B. Find a periodic publication for managers that highlights communication topics.	B. TC	
		2. New mentoring program needs marketing.	2. H.R., TC, DIVCOM	
H	4a.) Establish uniform relevancy of training plans for ODF employees by reviewing the purpose of individual learning plans (ITP) and clarify whether the primary purpose is career development or skill development.	1. Employee handbook will address the learning plan process for skill and career development.	1. H.R.	In process
		2. Develop a monitoring process that tracks ITP and training received by employee.	H.R., DIVCOM	
		3. Each Program/District should designate a Training Coordinator that would assist employees and managers in developing work unit training needs as well as locate resources to meet those needs.	TC	
M	11b.) Provide culturally specific training for individuals who are interested.	1. Focus on overview of cultures in Oregon employment picture. (i.e. Molalla needs information on Hispanic and Russian cultures or FP relationship with SHPO) ORS statute outlines Gov't to Gov't relationships, ODF Directive 0-0-0-200.	1. H.R., DIVCOM, Woo	In Progress - On Going
		2. Find supplemental material that would further cultural awareness.	2. DIVCOM	
		3. Invite specific groups in to speak with employees.	3. H.R., TC	
		4. Executive Order dealing with state agency relationships with tribes. (Roy Woo has outlined information for specific districts per the Executive Order. District Foresters will use pertinent portions of tribal agreements as a model to further develop relationships with other cultural groups.) Government to Government MOU requires training.	4. Woo, H.R.	Completed - (On-going) – Training is being developed

M	11c.) Provide diversity training that focuses on general concepts and tools for all employees.	2. Diversity thread needs to be woven into any/all agency courses, but in particular IPE and any communication courses that are developed.	2. TC, Supv., Bill Hunt, Rick Rogers, Nancy Hirsch	In process – Covey – 7 Habits
	7c.) Institute conflict resolution training.	1. Develop conflict resolution training as a component of a communication skill package for all employees. (See communication package in 1a.)	1. TC, H.R.	
H	12c.) Develop questionnaire for managers to determine priority areas for training and how and where it should be offered.	1. Develop a sequence of communication training, continuous and evolving for everyone, but certainly for managers. Include gender training.	1. TC, H.R.	
H	2a.) Review current training opportunities.	2. Provide follow-up material available in the form of videos, short courses to reinforce skills over time.	2. H.R., TC	In Process
		3. Utilize some sort of feedback mechanism (Covey/Core) from peers and/or direct reports to manager.	3. DIVCOM, H.R., Volunt.	360 feedback - in process
		4. Identify skills managers need at various levels in the organization: developmental opportunities and Learning matrix target the identified experiences and/or training. (See Mg. Matrix in 1a.)	4. HR, DIVCOM LT review at LT meeting	Training matrix completed LT e-mail survey to be completed to develop list of critical experiences for employee development
		5. Emphasize communication skills such as basic communication at work (listening, acceptance, recognition, and respect), conflict resolution, gender/cultural differences, teambuilding, problem solving, coaching, feedback, and facilitation skills.	5. DIVCOM, H.R.	Ongoing - (locating resources)

**OREGON DEPARTMENT OF FORESTRY DIVERSITY ACTION PLAN
REVISED SEPTEMBER 2016**

Category: <u>Organization Culture</u>				
Issue: Address the recommendations noted in the Diversity Survey				
Success Measure: Achieve awareness of diversity issues and routine inclusion of diversity values in agency actions, products, and discussions.				
Priority	Projects/Actions	Action Items	Responsibility	Status
H	3a.) Review employee orientation program for inclusion of the "Working Guidelines."	Develop and implement an employee integration plan as part of the orientation process.	6. H.R., LT	
		Develop a new employee central orientation process, including a new employee tour.	7. H.R.	In Process
M	7A.) Develop a proactive plan to increase awareness and understanding.	1. Implement the action plan, which addressed the survey recommendations.	1. DIVCOM, LT, H.R.	Ongoing
H	12a.) Clarify managerial and employee responsibilities for insuring harassment free workplace. 11a.) Be alert to potential tension around issues of religious differences and sexual orientation.	1. Lessons learned in this area needs to be produced ASAP.	1. H.R.	Ongoing
		2. Responsibilities of managers and employees in making the workplace free of discrimination and/or harassment must be emphasized by including them in their performance merit ratings. (See #3a)	2. Supv., H.R.	Ongoing
		A. Emphasize working guidelines: "what we permit we promote."	A. All ODF	Ongoing
		B. Awareness of issues and treat others in a valuing manner.	B. All ODF	Ongoing
		C. How to react to harassing behavior.	C. All ODF	Ongoing
D. Sensitivity to those who are harassed.	D. All ODF	Ongoing		
E. Managers are responsible to act.	E. Supv.	Ongoing		
M	12b.) Maintain and develop work climates that support open communication on issues related to diversity.	3. Implement the Diversity Action Plan. (See #7a)	3. DIVCOM	Ongoing
		4. Broader diversity responsibilities as outlined in previous action plan to all employees (mission/objectives/goals, charter, minutes, training, forums, and performance appraisals).	4. DIVCOM – All ODF	Ongoing
		5. DIVCOM will conduct follow-up surveys or use other monitoring systems to measure accomplishments.	5. DIVCOM.	Ongoing
		6. Human Resources will look for opportunities to consider diversity issues when negotiating contract language or developing human resources policy.	6. H.R.	Ongoing
L	10a.) Data reflects the perception of a hierarchical distribution of support for work done, based on group	1. Gather additional data to discover how (from whom) folks get their current support to do the job better and to better clarify what is meant by that. 2. Do some more cross-tabulation of existing data.	1. DIVCOM	

	membership. Further investigation into this trend should be undertaken.	3. Once issues are defined, then move to create an atmosphere where everybody feels they are being helped.		
M	Diversify decision-making pools (Women's Discussion Group Recommendation).	1. Develop guidelines for selecting decision-making groups/panels. 2. Guidelines for role of interview panel.	1. H.R. 2. H.R.	

**OREGON DEPARTMENT OF FORESTRY DIVERSITY ACTION PLAN
REVISED SEPTEMBER 2016**

Category: <u>Complaint Process</u>				
Issue: Address the recommendations noted in the Diversity Survey				
Success Measure: Conduct another diversity survey: indicates all employees are aware of complaint process and issues handled appropriately.				
Priority	Projects/Actions	Action Items	Responsibility	Status
H	1c.) Conduct further study of the differences in perspective (ethnic minority & female versus the rest of ODF work force) on the effectiveness of harassment complaint resolution skills and process.	<ol style="list-style-type: none"> 1. Provide managers with "lessons learned" and updates during OPEU contract sessions. Look for additional forums that will provide more timely feedback to the agency. Distribute lessons learned in a timely manner. 2. Inform employees about AA plan and complaint processes. Do when addressing #8a (AA myths). 3. Provide employees with information about AA/Diversity during employee orientation. Employees removed from trial service to exit interview process. 	<ol style="list-style-type: none"> 1. H.R. 2. Supv., H.R. 3. Supv., H.R., DIVCOM 	<p>Ongoing</p> <p>Ongoing</p>
H	8c.) Monitor indicators of potential backlash of filing a complaint or bringing up an issue.	<ol style="list-style-type: none"> 1. Monitor complaints, get lessons learned out ASAP. (See #12a.) 2. Perform follow-up diversity survey in approximately 4-5 years. 3. Explore feasibility of peer mediator program. 	<ol style="list-style-type: none"> 1. H.R. 2. DIVCOM 3. DIVCOM 	<p>Ongoing</p> <p>Targeted for 2003</p>
M	7b.) Develop or strengthen system for monitoring conflict based on cultural differences.	<ol style="list-style-type: none"> 1. Human Resources monitors complaints based on information received from employees, managers, and filed complaints. This is used as feedback in the form of "lessons learned". The method of distribution of lessons learned needs to be as timely as possible. (See #12a.) 2. Managers and employees must be made aware of their responsibility to develop and maintain a work environment free of discrimination and/or harassment. 3. Develop peer mediation program for resolving conflict. 	<ol style="list-style-type: none"> 1. H.R. 2. Supv., H.R., DIVCOM 	<p>Ongoing</p> <p>Ongoing emphasis</p>
	1b.) ODF should provide an annual training class on Equal Employment Opportunity (EEO) laws, responsibilities, and liabilities, and on affirmative action laws and responsibilities. This should be required for new supervisors and periodic update should coincide with changes in the law.	<ol style="list-style-type: none"> 1. Identify the most appropriate BOLI courses that address these issues. 2. Find a periodic publication for managers that hi-lights EEO issues. 3. Provide a briefing to managers on the Affirmative Action Plan during the "New Manager Orientation to the Human Resources Section". Provide updates to the AA Plan every 2 years when the plan is revised and distributed to managers. 4. Managers, particularly those that hire frequently should attend DAS's "Encore" and "Selection and Interviewing" courses. 5. Human Resources will provide coaching to managers when they are involved in a recruitment by reviewing interview questions, providing do's and don'ts for interviews, answer questions on ADA, etc. 	<ol style="list-style-type: none"> 1. TC, H.R. 2. H.R., DIVCOM 3. H.R. 4. DF, Supv. 5. H.R. 	<p>In Process</p> <p>In Process</p> <p>Completed - Ongoing</p> <p>Available</p> <p>Ongoing</p>

**OREGON DEPARTMENT OF FORESTRY DIVERSITY ACTION PLAN
REVISED SEPTEMBER 2016**

Category: <u>EEO/AA</u>				
Issue: Address the recommendations noted in the Diversity Survey				
Success Measure: Department employees will represent a rich range of backgrounds, educations, cultures, and experiences.				
Priority	Projects/Actions	Action Items	Responsibility	Status
H	8a.) Provide training and/or information on the procedures and goal setting process outlined in the ODF Affirmative Action Plan and clarify myths and gossip. 8b.) Clarify myths about ODF workforce demographics.	1. Provide information regarding the issue of AA numbers, goal setting, and the concept of "best suited". This would include POC demographics, gender demographics, classification and level in organization, and hiring statistics. 2. Diversity members present the data at unit sessions. 3. Use various forums and the Affirmative Action Plan on the website to get the information out to area, district, and program personnel. 4. Develop a Question & Answer format. 5. Hire the Best - Always!	1. H.R. 2. DIVCOM 3. DIVCOM 4. H.R., Supv.	
M	6b.) Participate in and encourage programs that promote interest in natural resource careers.	1. District/programs become involved with youth: options. A. Provide job shadows for high school students. B. Become involved in curriculum development of high school natural resource program. C. Make presentations to junior high and high school about forestry and natural resource careers. D. Provide mentors to students. E. Provide "show me" tours in conjunction with other agencies, industry, SAF, Chamber of Commerce, etc. F. Presentations to youth groups such as YMCA, YWCA, Boys and Girls Club. G. NWOA interpretive/educational efforts will continue to address grade school and middle school students. 2. Districts will continue to be involved with fire prevention presentations and outdoor schools that focus on grade school and middle school students.	A. DF, PD B. DF, PD, All Employees C. All Employees D. All Employees E. DF, PD F. DF, PD G. DF, NWOA 2. DF	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing
M	7d.) Diversify ODF workforce.	1. Continue Affirmative Action efforts outlined in the ODF Affirmative Action Plan. 2. Review and revise advertising/minimum qualifications/recruitment process. 3. Review and revise forester intern program.	1. DIVCOM, Supv., All 2. H.R. 3. H.R., DF/PD	Ongoing Ongoing Ongoing

		4. Continue to review college recruiting efforts that promote NR careers.	4. H.R., DF/PD	Ongoing
M	9a.) Conduct further analysis of the historical and present promotional patterns of people of color at ODF.	1. Gather POC data from the last 3 years. Look at Forest Officer and above applications/recruitments. For the present perspective, have a system in place that monitors POC from the application process. For future perspective projecting trends in workforce demographics.	1. DIVCOM, H.R.	Ongoing
M	9b.) Develop a monitoring system to ensure equity and monitor differential treatment in promotional opportunities for POC.	1. Continue to diversify interview panels. (See #9a monitoring). 2. Human Resources continue to review application and selection process.	1. H.R., Supv. 2. H.R.	Ongoing
M	5a.) Further study of the "informal systems" in promotions at ODF, and ensure "glass ceiling" does not exist.	1. Managers shall inform employees how the formal promotion process works, either done during orientation as well as during the annual training plan process when career development is being discussed. Human Resources is available to answer questions that managers cannot address. (See #12e.) 2. Addressing other portions of the survey in (#'s 3b, 4b, and 6a) should help address this issue.	1. Supv., H.R. 2. DIVCOM	Ongoing

**OREGON DEPARTMENT OF FORESTRY DIVERSITY ACTION PLAN
REVISED SEPTEMBER 2016**

Category: <u>Hiring and Promotion</u>				
Issue: Address the recommendations noted in the Diversity Survey				
Success Measure: Hire the best and over time our workforce will take advantage of the diversity resources our community has to offer.				
Priority	Projects/Actions	Action Items	Responsibility	Status
M	12e.) Clarify the process used for hiring and promotion.	<ol style="list-style-type: none"> 1. Emphasize responsibility of employees for their own career development. 2. Emphasize responsibility of managers to provide career counseling to employees. 3. Managers attend Core and Encore courses along with Selection & Interviewing course through DAS. 4. "Hire the Best - Always!" 	<ol style="list-style-type: none"> 1. ODF employees 2. H.R., Supv. 3. Supv. 4. H.R., Supv. 	<p>Ongoing-ILP Process Available</p> <p>Ongoing</p>
M	6a.) Continue to monitor the hiring process to prevent bias.	<ol style="list-style-type: none"> 1. Human Resources is involved in many of the recruitments. Managers are coached regarding interview questions, ADA, etc. Applicant pools are monitored to ensure disparate treatment does not occur through the testing process. Recruitment specialist selects various interviews to sit in on to observe, provide input, and gather feedback on the hiring process. 2. Managers will attend BOLI training on EEO issues and managers who hire often or large numbers of employees will attend DAS's Encore course titled "Selection and Interviewing" or an equivalent course. 3. Coach non-successful internal candidates so they can work to improve their interview performance. 4. Diversity Committee collect data regarding "good old boy" perception. (See #3b.) 	<ol style="list-style-type: none"> 1. H.R. 2. H.R., Supv. 3. Hiring Supv. 4. DIVCOM 	<p>Ongoing</p> <p>Ongoing - Available</p> <p>Ongoing</p>

**OREGON DEPARTMENT OF FORESTRY DIVERSITY ACTION PLAN
REVISED SEPTEMBER 2016**

Category: <u>Employee Recognition</u>				
Issue: Address the recommendations noted in the Diversity Survey				
Success Measure: Employees are rewarded in a meaningful way for contributions and behaviors that assist the department in accomplishing its mission and aid in making the department the "Employer of Choice".				
Priority	Projects/Actions	Action Items	Responsibility	Status
H	Employee recognition and affirmation is an effective tool toward encouraging individuals. It is important to recognize those behaviors that are desirable and of value.	<ol style="list-style-type: none"> 1. Review current employee recognition directive and make recommendations for changes. Take the following into consideration: <ol style="list-style-type: none"> A. Rewards should be attractive, visual, personalized, and specific to the event or situation. Elements should include: <ol style="list-style-type: none"> a. Is the behavior being rewarded of value? b. How do we appropriately reward both longevity of service and quality of contributions? c. What behaviors are being rewarded? d. Recognition must be timely. e. Awards must be appropriate for the effort and meaningful to the receiver. f. Recognize the value of peer recognition. 2. Review service award program, particularly the current practices of waiting 10 years before receiving an award. 3. Explore ways to recognize diversity efforts. 	<ol style="list-style-type: none"> 1. H.R., DIVCOM 2. H.R., DIVCOM 3. H.R. 	<p>Employee Recognition Directive in draft form.</p> <p>Employee Recognition Directive in draft form.</p> <p>Not yet started.</p>

**OREGON DEPARTMENT OF FORESTRY DIVERSITY ACTION PLAN
REVISED SEPTEMBER 2016**

Category: <u>Succession Planning (See succession planning committee efforts)</u>				
Issue: Plan for upcoming retirements and subsequent new hires and promotions by developing a plan to pass on corporate history and knowledge to future leaders. Integrate Div Com activities where appropriate.				
Success Measure: The department makes a successful and empowering transition to a new leadership structure.				
Priority	Projects/Actions	Action Items	Responsibility	Status
H	Prepare for the onset of a new generation of leaders at ODF in the upcoming years.	<ol style="list-style-type: none"> 1. Transfer operational knowledge and experience. 2. Pass the vision on appropriately. 	<ol style="list-style-type: none"> 1. LT 2. LT 	In process - (ALP & Mentor Program)
M	Develop management and leadership skills in employees.	<ol style="list-style-type: none"> 1. Mentoring between experienced leaders and those who desire to promote to leadership/management. (See #4a on mentoring.) 	<ol style="list-style-type: none"> 1. LT 	Ongoing
H	Prepare the organization for significant changes in climate and culture.	<ol style="list-style-type: none"> 1. Identify cultural aspects and practices that are desirable/undesirable and develop a plan to pass on desirable traits. 2. Develop management/leadership skills/abilities (see #4a, #1a, #12c). 	<ol style="list-style-type: none"> 1. LT 2. LT 	Ongoing Ongoing

**OREGON DEPARTMENT OF FORESTRY DIVERSITY ACTION PLAN
REVISED SEPTEMBER 2016**

Category: <u>Customer Service</u>				
Issue: Diversity awareness is an important component to our success in working with our internal and external customers.				
Success Measure: Employees have the tools to serve a diverse customer base and the agency is respected for excellence in customer service.				
Priority	Projects/Actions	Action Items	Responsibility	Status
H	Providing quality customer service is a primary objective of the department. Diversity awareness and sensitivity by the agency and employees are important tools for achieving that objective.	<ol style="list-style-type: none"> 1. Develop products and services that address diversity issues (i.e. multilingual materials, ADA standards). <ol style="list-style-type: none"> 1a. Develop translation of documents for fire teams and fire camp. 2. Develop a program that promotes and strives for an Excellence-in-Customer-Service attitude through training, mentoring, etc. 3. Facilitate and monitor customer service behaviors/processes through in program surveys (customer service) encourage inclusion of diversity issues/questions. 4. Involve customers in the development of products/services and in providing feedback on program effectiveness. 5. Participate in community events that further diversity initiative (i.e. volunteer programs, anti-gang programs, schools, local diversity events). 	<ol style="list-style-type: none"> 1. PD, DF 2. PD, DF, H.R., DIVCOM 3. PD, DF 4. PD, DF 5. PD, DF 	

**OREGON DEPARTMENT OF FORESTRY DIVERSITY ACTION PLAN
REVISED SEPTEMBER 2016**

Category: <u>Agency Representation and Public Image</u>				
Issue: Employees serve as ambassadors when representing the department.				
Success Measure: The department is represented by a responsible, knowledgeable, and competent work force.				
Priority	Projects/Actions	Action Items	Responsibility	Status
H	To serve as ambassadors for the department, employees must be confident in their knowledge of their role and the department's mission and values.	<ol style="list-style-type: none"> 1. Thorough orientation/training in agency mission and vision. 2. Integrate the Working Guideline principles and Covey's 7 Habits into everyday work life. 3. Provide opportunities for employees to be agency ambassadors at community and outreach events such as career fairs, the state fair, rodeos, and out-reach events. 	<ol style="list-style-type: none"> 1. Supv. 2. Supv. 3. Supv. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
H	Training and orientation are important tools for providing the background that makes employee ambassadorship successful.	<ol style="list-style-type: none"> 1. Provide thorough orientation to all jobs. 2. Integrate Covey's 7 Habits and Working Guidelines in day-to-day working relationships and interpersonal issues on the job. 3. Provide meaningful individual evaluations. 4. Provide current position descriptions. 5. Provide Individual Learning Plans. 	<ol style="list-style-type: none"> 1. Supv. 2. Supv. 3. Supv. 4. Supv. 	<p>Ongoing</p> <p>Ongoing</p> <p>In process</p> <p>Ongoing</p>

12. State/Tribal Government-to-Government Relations

EXECUTIVE ORDER NO. EO – 96 - 30

STATE/TRIBAL GOVERNMENT-TO-GOVERNMENT RELATIONS

There are nine federally recognized Indian tribal governments located in the State of Oregon. These Indian tribes were in existence prior to the formation of the United States of America, and thus retain a unique legal status. The importance of recognizing the relationship that exists between the tribes and state government cannot be underestimated.

As sovereigns the tribes and the State of Oregon must work together to develop mutual respect for the sovereign interests of both parties. The relationships between our governmental structures can only be built through trust and mutual respect.

The purpose of formalizing the government-to-government relationship that exists between Oregon's Indian tribes and the State is to establish a process which can assist in resolving potential conflicts, maximize key inter-governmental relations and enhance an exchange of ideas and resources for the greater good of all of Oregon's citizens, whether tribal members or not.

IT IS ORDERED AND DIRECTED:

1. That the Governor's Legal Counsel, or such other person as the Governor may from time to time designate, shall be accountable to the Governor for the implementation of this Executive Order and be responsible for convening an annual meeting where representatives of the State and the nine federally recognized Oregon tribal governments will work together to achieve mutual goals.
2. That the head of each Cabinet level department who is either appointed by the Governor or who reports to gubernatorial appointees and is made subject to this Order by the Governor (hereinafter "department") shall be accountable to the Governor's office for adopting a departmental State/Tribal Government statement that:
 - a. Recognizes that Oregon Indian tribal governments are interested in the development of state policy that affects tribal interests (hereinafter "state policy") and recognizes the desirability of dialogue between tribal governments and the state, with regard to those state policies;

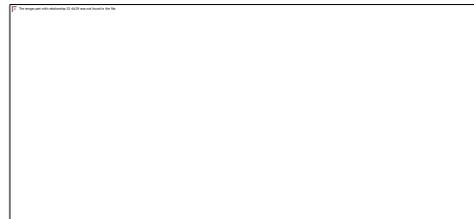
- b. Identifies key personnel of the department as a “key contact[s]” responsible for coordination with tribal governments;
 - c. Establishes a process for the identification of those state policies by designated tribal representatives and key contacts;
 - d. Promotes dialogue between Oregon departments and tribal governments on those state policies; and
 - e. That advances the government-to-government relationship by notifying staff and employees of this Executive Order.
3. Through the process established under this Executive Order, the key contacts and designated tribal representatives shall identify issues of mutual concern arising from state policy. The departments and each tribal government shall make reasonable efforts to design solutions and develop programs to achieve mutual goals in relation to state policy.
4. That each department shall recognize the opportunity to use a number of tools to achieve mutual cooperation including but not limited to use of cooperative agreements with Indian tribal governments as provided for in ORS 190.110 when it is appropriate to do so.
5. That each department shall provide key managers with periodic training which enables them to better recognize Indian issues and to understand and respect the legal status of tribal governments and of American Indians as citizens of Oregon who also have their own unique and distinct culture. It is important as well for the tribes to develop tribal training so its members will better understand the workings and process of state government. it is the hope of the state that these trainings will enable the tribes and the state to learn about each other’s cultures and improve our mutual ability to communicate our interests more clearly. The key contact and designated tribal representatives shall consult on the scope and content of training as well as the coverage of its costs.
6. That the departments shall work cooperatively to accomplish the goals of this order.

It is the hope of the state and the tribes that this executive order will result in improving the quality of communication between our sovereign governments. The tribes and the state recognize that this order cannot and is not intended to create a forum for resolution of all issues between the tribes and the state. Nor is it meant to replace presently existing lines of communications. Both the tribes and the state recognize that issues that are the subject of litigation or that are likely to become the subject of litigation are inappropriate for discussion in this process.

Nothing in this order shall require the state or any of its agencies to violate or ignore any laws, rules, directives or other legal requirements or obligations imposed by state or federal law including but not limited to state Public Records law, Public Meetings laws and provisions of the state Administrative Procedures Act.

This document has been adopted for the sole purpose of enhancing communication and mutual cooperation between the State of Oregon and the tribal governments and is not intended to, and does not, create any right to administrative or judicial review, or any other right or benefit or responsibility, substantive or procedural, enforceable by a party against the State of Oregon, its agencies or instrumentality's, its officers or employees, its subdivisions or any other persons.

Done at Salem, Oregon this 22nd day of May 1996.



ATTEST:


STATE

Phil Keisling SECRETARY OF STATE

13. Memo of Agreement – ODF and State Historic Preservation Office

MEMORANDUM OF AGREEMENT
between
OREGON DEPARTMENT OF FORESTRY
and
STATE HISTORIC PRESERVATION OFFICE

August 5, 2002

The Oregon Department of Forestry (ODF) and the State Historic Preservation Office (SHPO) encourage protection of cultural resource sites during forest activities through enhanced awareness and understanding of ODF employees, forest landowners, and operators of applicable statutes and administrative rules. Cultural resource sites are acknowledged to be finite, irreplaceable, and nonrenewable and are an intrinsic part of the cultural heritage of the people of Oregon. The significance of cultural resource sites to Native Americans is recognized, and government to government relations and agreements require our joint efforts to ensure appropriate protection.

1. Purpose

This agreement defines the roles and responsibilities of each organization in meeting the objectives set forth below. It acknowledges that SHPO has the lead role for the State of Oregon in coordinating cultural resources protection and promotes communication and positive working relations between SHPO and ODF, and with individual tribes in the development and implementation of ODF programs that affect tribes.

2. Objectives

SHPO: It is the objective of SHPO to maintain a comprehensive, statewide survey to identify sites, buildings, structures, and objects that are potentially significant in Oregon history, prehistory, architecture, archaeology, and culture. It is the further objective of SHPO to assist ODF in providing information and education on the economic and social benefits of developing historical and cultural resources.

SHPO was established in 1967 within the Oregon Parks and Recreation Department and is an integral part of national preservation under terms of the National Historic Preservation Act of 1966. The program is mandated by parallel state legislation [ORS 358, ORS 390] and administrative rule [Chapter 736, Division 51, in part].

ODF: It is the objective of ODF to promote agency, landowner, and operator compliance and resource site protection through enhanced awareness and understanding of the statutes and rules under ORS 358.904 to 358.955 and applicable federal law. As a steward of public lands, ODF is directed under ORS 358.910 to preserve and protect objects and sites that are of archaeological significance. The Board of Forestry (BOF) has directed ODF to assist landowners

and operators in complying with archaeological site and object protection laws by sharing relevant site information.

ODF and SHPO: It is the objective of both agencies to: develop and encourage interagency relationships; cooperate in inventory and protection of sites; and encourage tribal interests to work with ODF and forest landowners to develop management plans that protect Native American sites.

3. Legislative Authority

ORS 358.612 states in part: **(1)** “[SHPO] Shall conduct or cause to have conducted a comprehensive, statewide survey to identify districts, sites, buildings, structures and objects that are potentially significant in Oregon history, prehistory, architecture, archaeology and culture. **(3)** Shall maintain a statewide inventory of historic properties. **(9)** Shall provide or assist other appropriate state agencies in providing information and education on the economic and social benefits of developing historical and cultural resources.”

ORS 358.910 (1): “Archaeological sites are acknowledged to be a finite, irreplaceable, and nonrenewable cultural resource, and are an intrinsic part of the cultural heritage of the people of Oregon. As such, archaeological sites and their contents located on public land are under the stewardship of the people of Oregon to be protected and managed in perpetuity, as a Public trust.”

ORS 358.920 (10) (a): “A person may not excavate, injure, destroy or alter an archaeological site or object, or remove an archaeological object located on public or private lands in Oregon unless that activity is authorized by a permit issued under ORS 390.235. **(b)** Collection of an arrowhead from the surface of public or private land is permitted if collection can be accomplished without the use of any tool.”

ORS 527.630 (Oregon Forest Practices Act): (2) It is recognized that operations on forestland are already subject to other laws and to regulations of other agencies that deal primarily with consequences of such operations rather than the manner in which operations are conducted. It is further recognized that it is essential to avoid uncertainty and confusion in enforcement and implementation of such laws and regulations and in planning and carrying out operations on forestlands. **(3)** “. . . (1) It is declared to be in the public interest to coordinate with other state agencies and local governments which are concerned with the forest environment.”

ORS 527.710 (4) SHPO is included in "programs affected by forest operations" requiring consultation before adoption of rules governing forest practices by the Board of Forestry. The Board's duty under Section **(5)** is to “. . . consider and accommodate the rules and programs of other agencies to the extent deemed by the Board to be appropriate and consistent with the purposes of ORS 527.630.”

4. SHPO Roles and Responsibilities:

- 4.1** SHPO encourages forest operators and landowners, including the State, to survey all lands suspected or known to have cultural resource sites in order to minimize discovery or inadvertent disturbance after operations have started. For the purposes of this agreement, survey is defined as the systematic search for cultural resources across the landscape and the recording of surface characteristics of sites and artifacts.
- 4.2** SHPO maintains a comprehensive, statewide inventory of sites, buildings, structures, and objects that are potentially significant in Oregon history, prehistory, architecture, archaeology, and culture.
- 4.3** SHPO provides information and education on the economic and social benefits of developing historical and cultural resources.
- 4.4** SHPO sets standards and provides technical advice on conducting archaeological surveys to cultural resources that are potentially significant.
- 4.5** SHPO sets standards and provides technical advice on collecting and recording appropriate site information.
- 4.6** SHPO, in collaboration with ODF, will develop within two years of the date of this agreement a means for ODF field personnel to assess if known sites are located near a proposed operational area, or if there is a high probability or likelihood of sites existing in the vicinity.
- 4.7** SHPO agrees to develop a suitable short-term solution for sharing information of known sites within one year of the date of this agreement.
- 4.8** Both SHPO and ODF acknowledge that there is a long-term need to convert the present inventory information into a Geographic Information System, and agree to joint development of future biennial budget requests for funding.

5. ODF Roles and Responsibilities

- 5.1 General:** ODF employees work in different capacities with regard to cultural resource site protection. Each role has different statutory requirements and procedures.
 - a.** District Foresters are responsible for periodic review of county comprehensive plans to identify new sites that are inventoried under the Goal 5 requirement of the Statewide Land Use Program that local governments inventory and evaluate significant cultural resources, including sites, structures, objects, and cultural areas. Local governments are to adopt land use programs that will protect cultural sites following the procedures in OAR Chapter 660, Division 16.

- b. District Foresters are responsible for periodic consultation with affected tribal governments to identify their areas of interest and the location of cultural resource sites requiring preservation, if the tribes are willing to share such information. ODF will encourage that each respective tribe share this information with SHPO.
- c. Other interests, such as local pioneer organizations, will be encouraged to subscribe to notifications of Forest Practices operations in their area of interest and to work directly with operating landowners.
- d. ODF personnel, as a part of their normal duties, will provide information to private landowners and operators about statutes, and rules related to archaeological sites. To the extent ODF employees are aware of potential or known archaeological objects and sites, they are responsible for informing private landowners and operators proposing activities that might impact such objects or sites.
- e. ODF personnel shall not report or record archaeological sites on private land. Private landowners may choose to report or record sites on their property and will be encouraged to do so; however, ODF has no authority to require reporting or recording.
- f. ODF acknowledges the sensitivity of information on inventoried archaeological sites and will limit access and use of site information to ODF employees who have been trained on cultural resources and site protection. Site information includes maps and databases in either paper or electronic formats.
- g. ODF will refer requests for site information from landowners, landowner representatives, land managers, operators, or the public to SHPO and the respective tribes.

5.2 Public Land Management: ODF as a public land manager has the responsibility to protect and manage archaeological sites located on State Forests. State Forests are managed under Forest Management Plans developed for different planning regions. The approved Forest Management Plans for these public lands identify strategies for protection of archaeological sites and objects in accordance with ORS 358.910.

- a. The cultural resource strategies recognize that historic sites, relics, and structures are a public resource and provide important clues to the historic use of state forestlands. The cultural resource management program for Oregon's State Forests, to meet both legal protection mandates and internal protection priorities, requires:

1. Inventory and assessment of cultural resource sites and prehistoric and historic cultural resource review which will be updated on a periodic basis. This includes the general landscape level documentation of known and suspected cultural resource sites based on a review of publications, maps, photos, library collections, and information derived from interviews, local folklore, or other oral history sources.
 2. Development of a cultural resource database for tracking and planning purposes, including a system of recording, filing, and retrieving cultural resource site data from Geographic Information System (GIS) overlays and basin-level inventories.
 3. Development of procedures for integrating site protection into forest activity plans by providing practical guidelines for recognizing, assessing, recording, and protecting sites. These procedures will include the specific steps and criteria that will be used to determine when a forest activity or operation will require a survey for archaeological resources to be conducted by a professional archaeologist.
- b. State forests were acquired in different ways. Some state forest parcels were granted to the state by the federal government when Oregon became a state in 1859. These lands are owned by the State Land Board, are known as Common School Lands, and managed by ODF through an agreement with the State Land Board and Division of State Lands. Lands owned by the Board of Forestry consist primarily of lands that were in private ownership in the early 20th century, foreclosed for nonpayment of taxes, and subsequently deeded to the State by individual counties.

5.3 Private and Non-federal Lands: ODF directly administers the Oregon Forest Practices Act on all non-federal forestland; provides technical assistance and administers federal cost-share programs on non-industrial forest ownership; manages wildland fire incidents or other emergency situations; and conducts fire suppression.

- a. When ODF receives a forest practices notification for a proposed operation, administers a federal cost-share, either of which may impact a suspected or known archaeological site, or when a suspected archaeological site is discovered by an ODF employee, ODF will:
 1. Inform the landowner/operator of the archaeological object and site laws (ORS 358, ORS 390) and administrative rules (OAR Chapter 736, Division 51) that protect these sites.

2. Inform the landowner/operator that the county may also have regulations related to these sites and that they should contact the county planning department.
 3. Inform the landowner/operator of the National Historic Preservation Act regulations when federal funds are involved.
- b. When ODF is managing or conducting emergency operations which may also include action on federal lands:
1. Identified archaeological objects or sites will be protected from disturbance to the extent practicable, while providing for human safety and protection of other resources at risk.
 2. The landowner, landowner representative, or land manager will be notified and a protection strategy will be developed based on communication with the landowner or landowner representative.
 3. When archaeological objects or sites are discovered during emergency operations, site assessments and rehabilitation beyond normal fire line rehabilitation for erosion control is the choice and responsibility of the landowner. To the extent practicable, ODF will combine site protection with normal fire line rehabilitation.

6. Training

- 6.1 ODF Employees:** Within one year of the date of this agreement, ODF and SHPO will develop an internal training program and/or participate with other interested state and federal agencies in a cooperative training program to improve the awareness and understanding of ODF personnel. The training program will, at a minimum, include:
- a. Purpose, goal, and importance of archaeological preservation.
 - b. Overview, discussion, and examples of prehistoric and historic sites.
 - c. National Historic Preservation Act.
 - d. Applicable state statutes and administrative rules.
 - e. Role of State Historic Preservation Office.
 - f. Native American perspective.

- g. Status of tribes, rights of members of tribes, and issues of concern to tribes as offered by Department of Administrative Services in consultation with the Commission on Indian Services.
- h. ODF responsibilities, policy, and procedures to follow.
- i. Field exercises in identification of archaeological sites and objects.

6.2 Operator and Landowner Assistance: Within one year of the date of this agreement, SHPO and ODF will develop an informational brochure that outlines the significant federal and state statutes, and provides general guidance for forest landowners and operators to comply with protection and preservation of archaeological sites and objects.

7. Other Considerations

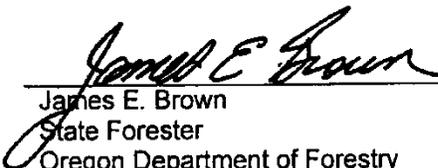
Provisions of this agreement will be jointly reviewed and updated if needed on at least a biennial basis.

Nothing contained herein shall obligate either party for expenditures in excess of funds made available by the governing boards of each agency for activities envisioned by this agreement.

This agreement shall remain valid until modified or cancelled by one or both of the parties, such notice to be in writing.

Organizational contacts for this agreement are the Deputy State Forester, Oregon Department of Forestry, and Deputy State Historic Preservation Officer and Manager, State Historic Preservation Office.

Approved:



 James E. Brown
 State Forester
 Oregon Department of Forestry



 Michael Carrier
 State Historic Preservation Officer
 Oregon Parks & Recreation Department

Date: 6/12/02

Date: 7-1-02

14. Definitions

ACCESSIBILITY: The ability of a person with a disability to approach, enter, and use an employer's facilities easily, particularly such areas as its personnel office, work site, programs, services, benefits, privileges, employment, and public areas.

ADVERSE IMPACT: A substantially different rate of selection in hiring, promotion, transfer, training, or other employment decisions, which works to the disadvantage of members of a particular group.

AFFIRMATIVE ACTION: Procedures by which racial/ethnic minorities, women, persons in the protected age category, people with disabilities, and disabled veterans are provided with increased employment opportunities. This will also include programs for monitoring progress and problem identification. It shall not mean any sort of quota system.

AFFIRMATIVE ACTION PLAN: A written document including goals and objectives which delineates the steps ODF will take to provide equal opportunity within its workforce.

AFFIRMATIVE ACTION PROGRAM: A specific results-oriented program, in an affirmative action plan, designed to provide equal opportunity within the workforce.

AGENCY: A state agency, department, commission, or board.

AMERICAN INDIAN OR ALASKAN NATIVE: A person with origins in any of the original peoples of North America through tribal affiliation or community recognition.

APPLICANT: A person applying for employment with an agency or having an application for employment on file with the Dept. of Administrative Services or an agency.

APPLICANT FLOW DATA: A statistical compilation of employment applicants showing the specific numbers of each racial, ethnic, and sex group who applied for each job class (or group of job classes requiring similar qualifications) during a specified time period.

APPLICANT POOL: Total of those persons who have applied for, or have been considered for a particular position.

APPOINTING AUTHORITY: A board, commission, officer, commissioner, person or group of persons having the power to make appointments by virtue of a statute or by lawfully delegated authority.

ASIAN OR PACIFIC ISLANDERS: A person with origins in any of the original peoples of the Far East, Southeast Asia, Hawaiian Native, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, the Philippine Republic, and Samoa.

AVAILABILITY ANALYSIS: The collection, review, and analysis of data reflecting the percentage of protected group members available for employment in the labor market.

AVAILABILITY BASE: The percentage of protected group members who have or who are capable of attaining the requisite skills for entry into a specific job group in a designated recruitment.

BONA FIDE OCCUPATIONAL QUALIFICATION (BFOQ): A qualification required for performance of a job that limits the opportunity of persons of a particular sex, religion, or national origin to apply for consideration.

BLACK/AFRICAN AMERICAN (NOT OF HISPANIC ORIGIN): A person with origins in any of the black racial groups of Africa who is also not of Hispanic origin.

CAUCASIAN (includes European American and Arab American): A person with origins in any of the original peoples of Europe, North Africa, or the Middle East who is not of Hispanic origin.

COMPLIANCE: Conformity with the requirements set forth in the State of Oregon's Affirmative Action Plan Guidelines, and other State and Federal laws and regulations.

DESIGNEE: An individual at the executive level, reporting directly to the agency head, to whom are designated affirmative action duties.

DISABLED VETERAN: A person entitled to disability compensation under laws administered by the Veterans Administration for disability rated at 30 percent or more, or a person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

DIVISION: A division is defined for the purposes of the Affirmative Action Plan Guidelines as any facility, region, district, or section appropriate to a given agency structure and/or workforce depiction.

EMPLOYEE: Any person holding a position in state service subject to appointment by an appointing authority.

EQUAL EMPLOYMENT OPPORTUNITY: The opportunity to obtain employment, promotions and other benefits of employment without discrimination because of race, color, religion, sex, marital status, national origin, age, physical, sensory or mental disability, or status as a disabled veteran.

GOAL: A target expressed as both a number and percentage for placing protected group members in a job group for which underutilization exists.

HISPANIC: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. Only those persons from Central and South America countries who are of Spanish origin, descent, or culture should be included in this category. Persons from Brazil, Guyana, Surinam, or Trinidad, for example, would be classified according to their race and would not necessarily be included in the Hispanic category. In addition, the category does not include persons from Portugal who should be classified according to race.

JOB CATEGORIES: The eight categories designated by the Equal Employment Opportunity Commission for Affirmative Action reporting to federal agencies: Officials and Administrators, Professionals, Technicians, Protective Service Workers, Paraprofessional, Office and Clerical, Skilled Craft, and Service and Maintenance.

JOB CLASS: Any position or position class in state service.

JOB GROUP: One or more job classes having similar job duties, salary range, career ladders, and recruitment area and having enough incumbents to allow for a useful utilization analysis (50 or more).

JOB GROUP ANALYSIS: The assessment of data on the percentage of protected group members within a job group to determine if underutilization exists.

LABOR MARKET OR LABOR MARKET AREA: A geographical area from which an agency may reasonably expect to recruit employees.

LONG-TERM TIMETABLE: A period of time greater than one year, but not exceeding five years.

MINORITIES: (persons of color) All persons classified Black/African American (not Hispanic origin), Hispanic, Asian, Pacific Islander, American Indian, or Alaskan Native.

PARITY: A condition where percentage of the representation of a protected group in the workforce, occupational category, job group or class equals the percentage of such persons in the availability base.

PERSONS WITH DISABILITY: An individual with a disability is a person who has: (a) a physical or mental impairment that substantially limits one or more major life activities; (b) has a record of such an impairment; or (c) is regarded as having such an impairment.

POLICY STATEMENT: A written statement, signed by the agency head, declaring and affirming the agency's commitment to equal opportunity and affirmative action.

PROBLEM AREA ANALYSIS: An examination designed to determine deficiencies that must be addressed before full participation of protected group members in the workforce can be assured.

PROTECTED GROUP: Refers to group(s) with respect to race, creed, color, national origin, sex, age, marital status, veteran status, or the presence of any sensory or physical disability.

SHORT-TERM TIMETABLES: A period of one year or less.

TIME TABLE: A period of time in which a goal is to be achieved.

UNDERUTILIZATION: A condition where the percentage of representation of a protected group in the workforce, occupational category, job group or job classes is less than the percentage of such persons in the availability base.

UPWARD MOBILITY: The opportunity to advance to a higher job class.

UTILIZATION ANALYSIS: Protected group availability compared to current workforce for the purpose of determining representation of protected groups.

VIETNAM ERA VETERAN: A person who served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975 and was discharged or released therefrom with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964, and May 7, 1975; and who was so discharged or released within 48 months preceding an alleged violation of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, the affirmative action clause, or the regulations issued pursuant to the Act.

WORKFORCE ANALYSIS: A comprehensive inventory of all permanent full time employees at a point in time, by race/sex, job classes, and occupational category.

15. Program and Action Strategies (Good-Faith Efforts)

For the purpose of this plan, good-faith efforts shall be defined as significant measurable attempts to reach affirmative action goals and to carry out the intent of this plan. Such efforts may be demonstrated in the following manner:

1. Records substantiating that a policy statement committing the agency to equal employment opportunity and affirmative action practices has been issued to the staff.
2. Records substantiating that the agency's affirmative action plan has been made available to all employees.
3. Records substantiating that managers and supervisors within the work unit have received EEO and Diversity training.
4. Records substantiating the provision of reasonable accommodation to disabled persons.
5. Records substantiating that all eligible persons are encouraged to receive training regardless of their protected class.
6. Records substantiating that part-time, training, and seasonal employment opportunities are made available to protected class persons.
7. Records substantiating that the State's EEO/AA policy and related grievance procedure are available to all personnel.
8. Records documenting each organizational unit's progress toward meeting goals to address underutilization.
9. Records documenting exit interviews and non-discriminatory reasons for leaving.
10. Records substantiating actions taken to reduce and/or eliminate illegal discrimination and/or harassment complaints.
11. Records documenting the ethnic/gender composition of interview panels.
12. Records documenting any actions or efforts undertaken to meet the State's affirmative action objectives.

16. Definitions of Federal EEO – 4 Job Categories

- A. OFFICIALS AND ADMINISTRATORS:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, provide specialized consultation. Job titles in this category may include: regional, district or area directors; deputy directors; controllers; examiners; wardens; superintendents; sheriff; police and fire chiefs; inspectors; and kindred workers.
- B. PROFESSIONALS:** Occupations which require specialized and theoretical knowledge usually acquired through college training or work experience and other training which provides comparable knowledge. This category includes: personnel and labor relations workers; social workers; doctors; analysts; accountants; engineers; employment and vocational rehabilitation counselors, teachers or instructors; police and fire captains and lieutenants; and kindred workers.
- C. TECHNICIANS:** Occupations which require a combination of basic scientific or technical knowledge and manual skill, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This category includes: computer programmers and operators; drafters; surveyors; licensed practical nurses; photographers; radio operators; technical illustrators; highway technicians; science technicians (medical, dental, electronic, physical); assessors; inspectors; police and fire sergeants; and kindred workers.
- D. PROTECTIVE SERVICE WORKERS:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. This category includes: police patrol officers; firefighters; guards; deputy sheriffs; bailiffs; correctional officers; detectives; marshals; harbor patrol officers; and kindred workers.
- E. PARAPROFESSIONALS:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience than is normally required for professionals or technicians. This category includes: library assistants, research assistants; medical aides; child support workers; police auxiliary workers; welfare service aides; recreation assistants; homemaker aides; home health aides; and kindred workers.
- F. ADMINISTRATIVE SUPPORT:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. This category includes: bookkeepers; messengers; office machine operators; clerk typists; stenographers; court transcribers; hearings reporters; statistical clerks; dispatchers; license distributors; payroll clerks; and kindred workers.
- G. SKILLED CRAFT WORKERS:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and

experience, or through apprenticeship or other formal training programs. This category includes: mechanics and repairers; electricians; heavy equipment operators; stationary engineers; skilled machining occupations; carpenters; compositors and typesetters; and kindred workers.

- H. SERVICE AND MAINTENANCE:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of general public, or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. This category includes: chauffeurs; laundry and dry cleaning operatives; truck drivers; bus drivers; garage laborers; custodial personnel; gardeners and grounds keepers; refuse collectors; construction workers; and kindred workers.