



Oregon

Governor Tina Kotek

Housing and Community Services

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October 31, 2024

Affirmative Action Manager
Diversity, Equity and Inclusion Office of the Governor
900 Court St. NE, Ste. 254
Salem, OR 97301

Submitted via email affirmative.action@oregon.gov, Juliet.O.Valdez@das.oregon.gov.

Dear Juliet,

I am pleased to provide you with the Oregon Housing and Community Services (OHCS) Affirmative Action Plan progress report. The agency will continue with our initiatives for our agency and as a service provider for state government.

OHCS is committed to having a workforce that reflects the diversity of our customers and ensures our workplace is a welcoming, inclusive, and respectful place to work. Our agency fully supports the inclusion of all protected groups into our workforce. We are committed to recruiting, hiring, training, and promoting persons in all job classifications regardless of race, color, religion, national origin, age, sex, sexual orientation, marital status or a physical or mental disability.

OHCS is committed to creating and maintaining a work environment and culture which values and utilizes diversity and that is free from harassment based on protected class.

If you have any questions, please contact me, at AQuarles@HCS.Oregon.gov.

Sincerely,

Aubrey Quarles
HR Director
Oregon Housing and Community Services

OHCS Affirmative Progress Report 2025-2027



OREGON HOUSING *and*
COMMUNITY SERVICES

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Agency Overview

Oregon Housing and Community Services (OHCS) is Oregon's housing finance agency, providing financial and program support to create and preserve opportunities for quality, affordable housing for Oregonians of lower and moderate income.

OHCS administers programs that provide housing stabilization – from preventing and ending homelessness, assisting with utilities to keep someone stable, to financing multifamily affordable housing, to encouraging homeownership. It delivers these programs primarily through grants, contracts, and loan agreements with local partners and community-based providers, and has limited direct contact with low-income beneficiaries. OHCS's sources of funds are varied and include federal and state resources that have complex regulatory compliance requirements, and thus stewardship, compliance monitoring, and asset management are all critical functions played by OHCS.

Mission

We provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for residents of Oregon.

Vision

All Oregonians have the opportunity to pursue prosperity and live free from poverty.

Values

- Compassion
- Collaboration
- Dedication
- Equity
- Integrity
- Leadership

Key Contacts

OHCS Director

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OHCS Deputy Director

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Housing and Homelessness Initiative Director

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OHCS Human Resources Director

Aubrey Quarles

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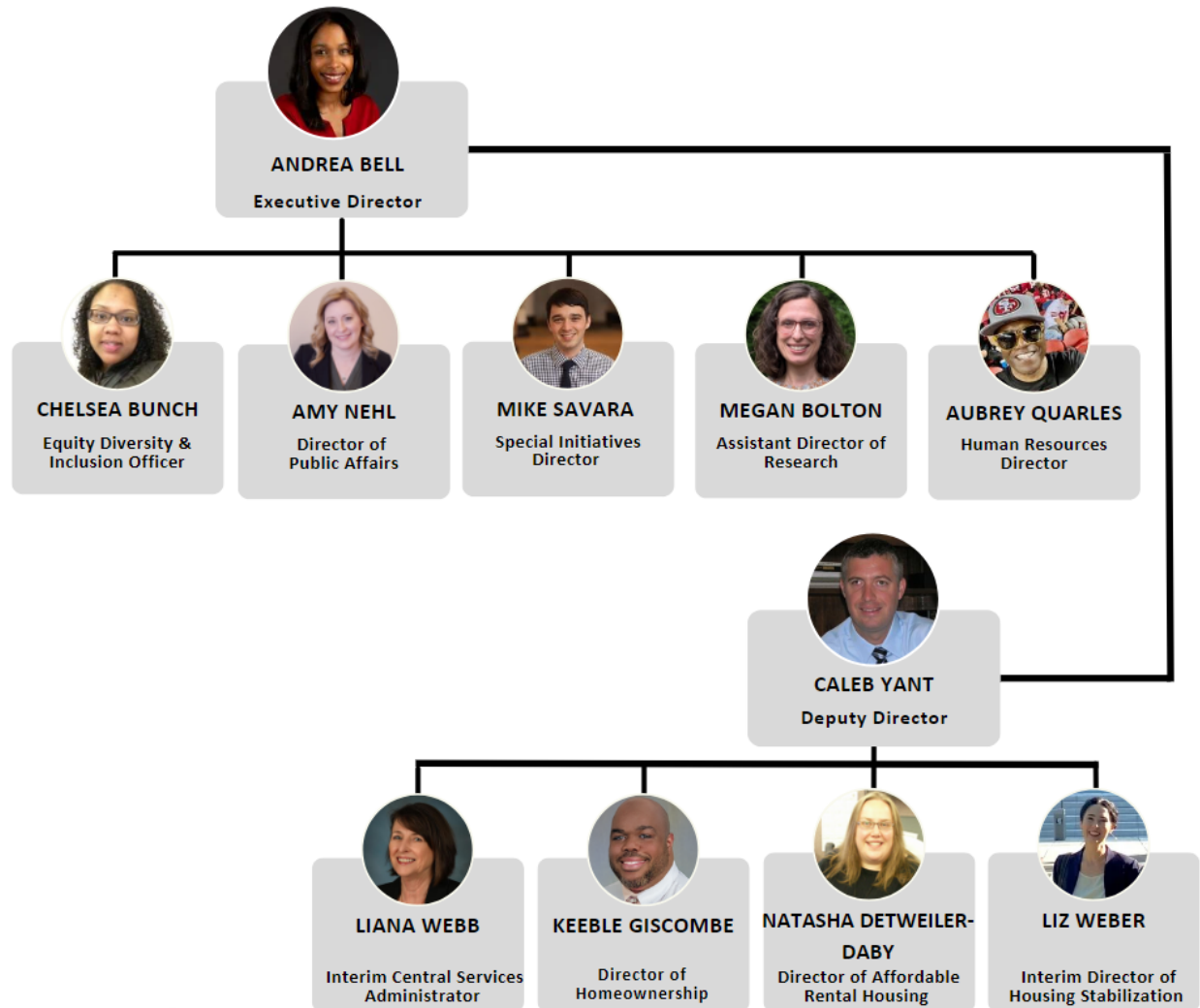
Central Services Administrator

Liana Webb

503-881-1048

Liana.webb@hcs.oregon.gov

OHCS Organizational Chart



Affirmative Action Policies

Agency Policies

Applicable OHCS Affirmative Action Policies are accessible to all employees via the OHCS internal website with links listed below:

[OHCS Equal Employment Opportunity/Affirmative Action Policy 20.010.02](#)

[OHCS Reasonable Accommodations Policy 20.010.01](#)

State Employment Resources

Statewide Affirmative Action Policies are accessible to all employees and partners via the [Department of Administrative Services \(DAS\) webpage](#) and the links listed below:

[Americans with Disabilities Act \(ADA\) and Reasonable Accommodation Policy](#)

[\(Statewide Policy 50.020.10\)](#)

[Discrimination and Harassment Free Workplace - \(Statewide Policy No. 50.010.01\)](#)

[Veterans Preference in Employment \(40-055-03\)](#)

[Equal Opportunity and Affirmative Action Rule \(105-040-0001\)](#)

[Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion](#)

[Current Employee Relocation \(Statewide Policy 40-055-10\)](#)

[Employment of Returning Retirees \(Statewide Policy 40-090-01\)](#)

[Limited duration appointments \(Statewide Policy 40-025-02\)](#)

[Recruitment and Selection \(Statewide Policy 40-010-02\)](#)

[Reemployment \(Statewide Policy 40-080-01\)](#)

[Temporary Appointments \(Statewide Policy 40-025-01\)](#)

[Transfers \(Statewide Policy 40-045-01\)](#)

[Unclassified Service Employment and Termination \(Statewide Policy 40-035-01\)](#)

Federal Employment Law Resources

The [Federal Affirmative Action Title VII Resource Guide](#) provides links and detailed information for the following federal employment laws:

Age Discrimination in Employment Act of 1967 (ADEA)

Disability Discrimination Title I of the Americans with Disability Act of 1990

Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964

Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)

National Origin Discrimination Title VII of the Civil Rights Act of 1964

Pregnancy Discrimination Title VII of the Civil Rights Act of 1964

Race/Color Discrimination Title VII of the Civil Rights Act of 1964

Religious Discrimination Title VII of the Civil Rights Act of 1964

Retaliation Title VII of the Civil Agency Affirmative Action Policy

Sex-Based Discrimination Title VII of the Civil Rights Act of 1964

Sexual Harassment Title VII of the Civil Rights Act of 1964

[Executive Order 11246](#) elaborates on Equal Employment Opportunity law as it applies to government contractors.

Complaint Process

The State of Oregon is committed to maintaining a discrimination and harassment free workplace. 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 conduct. OHCS has established procedures in place to receive, investigate, and act upon internal complaints involving OHCS employees. The purpose of this procedure is to promptly address concerns regarding potential violations of the DAS Discrimination and Harassment Free Workplace Policy, 50.010.01, the DAS Maintaining a Professional Workplace Policy, 50.010.03, and alleged violations of state and federal law.

Documentation

A complaint may be made orally or in writing. An oral or written complaint should contain the following:

- The name of the complainant and the name of the person that was subjected to the alleged discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault if they are not the same person.

- The names of all parties involved, including witnesses.

Official Complaint Form

Other Reporting Options

Filing a complaint with the Office of Human Resources does not prevent an employee from filing a complaint with the Bureau of Labor and Industries (BOLI), or the United States Equal Employment Opportunity Commission (EEOC).

Penalties

Employees 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.

Retaliation

OHCS does not tolerate any form of retaliation against individuals who file a complaint, participate in an investigation, or report discrimination, workplace harassment, or inappropriate workplace conduct.

OHCS Contact for Complaints

Senior HR Business Partner

Sarah Dapolonia

503-881-8977

Sarah.DAPOLONIA@hcs.oregon.gov

Senior HR Business Partner

Skye Muller

503- 931-7018

Skye.Muller@hcs.oregon.gov

Roles for Implementation

All OHCS employees are required to complete the online Department of Administrative Services Chief Human Resources Officer (DAS-CHRO) training – Preventing Discrimination and Harassment in The Workplace. New employees must complete this training within two weeks of their start date. Each employee will complete the training annually.

OHCS Executive Director, Andrea Bell

The executive director commits OHCS to a policy of equal employment opportunity and is active in the attainment of the agency's affirmative action goals, objectives, and initiatives. They hold OHCS administrators and management staff accountable for understanding and articulating the affirmative action policy, commitment, and goals, and producing the affirmative action plan. This is assessed during the annual performance evaluation cycle. They are held accountable through their annual evaluation from the governor. They will ensure compliance with all applicable federal and state laws, rules, and regulations regarding equal employment opportunity. They will deal directly with reported actions that are contrary to the policies and procedures outlined in the affirmative action plan.

OHCS Executive Team

The executive team includes the executive director, deputy director, director of homeownership, director of affordable housing, director of housing stabilization, equity, diversity and inclusion officer, central services administrator, director of public affairs, director of human resources, and director of special initiatives.

Executive team members are responsible for the full implementation of the affirmative action plan within their area of responsibility, including:

- Establish a positive climate for program success.
- Make a place where employees can thrive, succeed, and look forward to coming to work each day knowing they have a safe and respectful place to work, free from discrimination and harassment.
- Review personnel practices and procedures including training programs, recruitment, hiring and promotion patterns to identify possible roadblocks to equal employment opportunity and upward mobility; and then take appropriate remedial action to support the OHCS workforce philosophy.
- Directly engage with culturally and socially diverse organizations, OHCS partners and other local community stakeholders to promote OHCS employment opportunities. Conduct specific outreach with Black, Indigenous, and Persons of Color (BIPOC) organizations and communities. This should include BIPOC, women, and emerging small businesses, veterans groups and organizations of the LGBTQIA2S+ community.
- Hold regular discussions with managers, supervisors, and employees to be certain that the affirmative action plan is understood and implemented.
- Ensure the evaluation of manager and supervisor performance considers their commitment to affirmative action efforts and results.

OHCS Managers and Supervisors

The OHCS managers and supervisors have primary responsibility for the success of the affirmative action plan through their direct supervisory role. Managers and supervisors are responsible for implementing the agency's affirmative action plan including:

- Becoming familiar with the details of the affirmative action plan as they apply to the programs, sections, or units within their area of responsibility.
- Monitoring progress of hiring and promotions in relation to the affirmative action goals:
 - Brief all new employees on the plan.
 - Ensure readily available access of the plan for reference.
 - Discuss the plan and progress achieved at staff meetings.
 - Provide information, resources and training regarding the plan, equal employment opportunity (EEO) and the prohibition of discrimination and harassment.
 - Periodically review hiring and promotion patterns, training opportunities, and work assignments to work collaboratively with the Office of Human Resource Solutions to ensure freedom from stereotyping persons with protected class status that could limit their access to jobs for which they are qualified.
 - Take steps to become involved in outreach programs to encourage and develop diverse applicant pools for current and future vacancies.
- Attend and encourage employees to attend diversity, inclusion, and service equity trainings, presentations, and equity council meetings.
- Create a working environment, which encourages all employees to achieve their full potential. Address career development opportunities by establishing consistent performance and accountability check-ins on a regular basis and reviewing employee training and career plans.
- Maintain a professional attitude and an inclusive work environment, free of harassment and other forms of discrimination.
- Take responsible action to prevent harassment and discrimination of employees.
- Work collaboratively with the Office of Human Resource Solutions to provide reasonable accommodations for qualified employees with disabilities through the engagement of the interactive process.

Human Resources Solutions

The human resource solutions (HRS) director serves as, designates, and works in collaboration with the HRS team members to fulfill the role of the agency affirmative action officer as defined in compliance with the spirit of the governor's affirmative action office. The HRS director is responsible for partnering with OHCS leadership on the implementation of the affirmative action plan.

The OHCS HRS team provides human resources consultation and support to all the various work units/sections of the agency and includes the responsibility of investigating all discrimination and

harassment claims and complaints that employees file with their supervisor, manager, DAS-CHRO or the office of human resources. Further, OHCS HRS:

- Leads the development and monitoring of the OHCS biennial affirmative action plan.
- Publicize, distribute, and train managers and supervisors on the expectations for implementing the plan.
- Assists the agency in identifying problems or improvement areas.
- Works in collaboration with the Equity, Diversity & Inclusion Office, the equity council and equity committees to develop affirmative action programs. This includes internal and external communication programs about the affirmative action plan according to the governor's equity office recommendations.
- Maintain statistical information of race, gender, and disabilities obtained through analysis of state personnel data. Provide analysis and recommend goals with timelines and develop programs to achieve those goals.
- Monitor goals initiated to remedy areas of underuse.
- Provide feedback to executives, managers, and supervisors on affirmative action progress.
- Ensure investigations and resolutions of all discrimination and harassment complaints are conducted in compliance with OHCS procedure in a timely manner.
- Report to and update the deputy director and/or director on all complaints.

OHCS Employees

OHCS recognizes that all employees are accountable for the implement and support of a successful affirmative action plan.

All OHCS employees are accountable for:

- Attending diversity, inclusion and service equity trainings, presentations, and equity council meetings.
- Maintain a professional attitude and an inclusive work environment, free of harassment and other forms of discrimination.

2023-2025 AFFIRMATIVE ACTION PROGRESS REPORT

This section indicates progress towards program goals and strategies presented in the 2023-2025 affirmative action plan.

Goal #1: Continue to Increase Employee Engagement

Strategy

- HRS will continue administering a quarterly employee engagement surveys and review the results with leadership, supervisors, and staff. We provide results of the survey to executive leadership first, by sharing divisional results as well as individual manager results.
- We will continue to provide resources to employees and managers to facilitate conversations that are proven to increase engagement within the workforce.
- When an employee engagement survey is conducted, we schedule one-on-one meetings with each manager who received feedback from their staff and discuss the results.

Progress

HRS was unsuccessful at administering a quarterly employee engagement surveys due to turnover. However, annual engagement surveys indicated that engagement results were steady on average between 2023-2024. Additionally, quarterly pulse surveys have been tied to the organizational key results (OKRs) included in the OHCS agency wide strategic plan.

HRS continues to provide resources to employees and managers to facilitate conversations that are proven to increase engagement within the workforce. Recent initiatives have included, sending managers to Ascent training, providing access to Gallup resources such as the action planning dashboard and Clifton Strengths, and assigning managers dedicated HR business partners to receiving ongoing communication coaching and support.

Goal #2: Continue to Build Workforce Equity, Diversity, and Inclusion Proficiency

Strategy

Continue the work of the equity committees and the leadership training through the Center for Equity and Inclusion. At this point, it is difficult to determine how successful these efforts have been. We will begin measuring the effectiveness of the committees as well as the leadership training. We will measure the effectiveness by conducting surveys, determining the interplay of equity work and engagement elements and evaluate how equity concepts show-up in day to day activities. The Equity, Diversity, and Inclusion (EDI) Office has plans to advance this strategy.

The first is to create an EDI training plan for OHCS and the second is to develop and customize an equity metric system through utilization of the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB). The [GDEIB](#) will allow OHCS to monitor our progress in a holistic and transparent manner by engaging with all employees. This system would also allow us to outreach to OHCS partners and other stakeholders so they can report on our progress.

Progress

Operational Design for Equity Work. Based on a comprehensive review and reflection on lessons learned from how the agency's concentration of staff-led equity work operated since 2020, the Equity, Diversity, and Inclusion (EDI) Office creating a new design for our internal infrastructure of employee-based and employee-led groups. In early 2024 we launched our new EDI Community Organization (EDI-CO) and folded existing equity committees into it to achieve operational alignment with our 2024 OHCS Diversity, Equity, and Inclusion Plan, where more details can be found about our new design. Our new Diversity, Inclusion, and Belonging (DIB) Action Team (formerly our Diversity and Inclusion Committee) establishes a close working relationship between our EDI Office and Human Resource Services (HRS) Section which is further discussed under the update for Goal #4.

EDI Learning and Staff Development. Our agency's leadership cohort with the Center for Equity and Inclusion (CEI) continued through 2023-24 and we are finalizing the planning for our next phase for 2025 which will likely be the last year of our CEI contract. During this time participation expanded to include staff at all levels within our human resource services section. In 2024 CEI contract focused on building practical application and consultants provided a robust nine-month program providing opportunities to learning and practice equity tools, skills, and knowledge learning in the early phases of our CEI engagement. In 2024 we were able to offer online learning to all agency staff, launching with Reframing Racism. To meet the needs of diverse learners we set up a Reframing Racism facilitation team (five equity leader staff members) to provide customized support for management and staff, enhanced communication, and oversee client-based administration of the online platform. As 2024 ends we will be issuing a comprehensive employee survey in November to further inform plans for CEI engagement in 2025. In addition, questions for employee feedback have been added to HRS' periodic employee engagement survey. This will allow the agency to gather more input and increase our learning and awareness of the impact of equity-forward training is having on our workforce. OHCS' EDI training plan and associated tools and resources continues to be a work in progress. The foundation for our equity-focused learning and staff development involves several resources. We provide memberships for education and networking opportunities, affiliations to enhance our EDI training plans and tools, and professional contracts for foundational and targeted training objectives. OHCS invests in acclaimed leaders in the field of diversity, equity, and inclusion and we invest locally to support the Oregon-based enterprise. We also leverage resources provided by the State of Oregon.

This table provides type of resource, weblinks, and summary of benefits.

Type of Resource	Weblink	Benefits
Memberships	<u>Government Alliance on Race and Equity (GARE)</u> <u>Partners in Diversity, Portland, OR</u>	<ul style="list-style-type: none"> Continued membership supports the DEI industry and keeps the agency focused on our commitment to equity and racial justice. Provides staff the ability to network with other DEI professionals, attend meetings, and convene with others along shared interests and projects.
Affiliations	<u>Race Forward</u> <u>Othering and Belonging Institute (OBI)</u> <u>free online classes through OBI University</u>	<ul style="list-style-type: none"> Access to community resources and engagement opportunities from well-established leaders and institutions. Ability to participate in DEI conferences convening government, private sector, and nonprofit partners across the states; and access to online training at little to no cost.
Contracts	<u>Center for Equity and Inclusion (Portland, OR)</u> <u>Paradigm REACH (Diversity and Inclusion Training)</u>	<ul style="list-style-type: none"> Investments in outside resources preserves time and energy of staff and advances our ability to provide targeted equity-based training and other development opportunities. Access to facilitated engagement and online training platforms provides the diversity and flexibility needed by such a dynamic agency as OHCS.
Other Resources	<u>Workday Learning</u> <u>State of Oregon Library</u>	<ul style="list-style-type: none"> The Workday learning site within the state's employment platform provides access to mandated training and gives us the ability to create our own training modules for agency staff. The ability to request research support from the library and gaining access to the state archives is invaluable, as it helps us analyze and support the continued development of our programs and policies and greatly enhances our DEI initiatives.

Assessment and Measuring Success. Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) is a global standard of 275 actionable benchmarks, developed by 112 experts, for organizations committed to diversity, equity, inclusion, and belonging. It is a tool to evaluate performance in achieving goals and intended outcomes; a way to identify gaps and opportunities for improvement. GDEIB is and will be our agency's main method of accountability and measure of DEIB outcomes for the *next five years*. In January 2024 we launched GDEIB at the agency, issued our first set of survey instruments in the spring, and will continue to rollout implementation through spring of 2025. Full details about GDEIB and the agency's timeline is in our 2024 OHCS Diversity, Equity, and Inclusion Plan.

Goal #3: Continue to Expand Results-Based Monitoring and Evaluation

Strategy

Create and maintain a system to analyze OHCS programs and practices and remove identified barriers to access and opportunity within OHCS programs to ensure equitable outcomes. This includes improving OHCS's ability to track, analyze, and measure performance and progress towards equity goals through standardization of data collection and enhancing data analysis of program utilization.

OHCS will embed monitoring and evaluation into all program areas, while working in partnership with Public Affairs and the Project Management Division.

OHCS staff (executive team, EDI Office, HRS, and equity council and committees) will begin auditing the goals set forth in this affirmative action plan by September 2023.

OHCS staff (executive team, EDI Office, HRS, and equity council and committees) will collaboratively draft and approve future affirmative action plans starting September 2023.

Progress

System to Analyze OHCS Programs and Practices. OHCS discontinued plans for a results-based monitoring and evaluation system around the same time as the development of our Racial Equity Analysis Tool (REAT) was being finalized and piloted within OHCS. Ultimately the agency determined REAT is the best resource to move forward with operationally because not only did it function to identify barriers to access and opportunity within OHCS programs it is also community-based. The REAT places a high value on community engagement and represents a strong foundation to support our commitment to equity and racial justice. This tool is a variation of GARE's racial equity toolkit that is inspired by UC Berkley's Other and Belonging Institute's concept of targeted universalism, and a variety of other sources and industry standards. Fundamentally, REAT is a stable structure that lends itself to continued process improvements and it is a pathway to engage and cocreate with community and has the aspirational goal of driving positive cultural change at the agency because it allows us to shift our mindset and approach to our policy and program work. The REAT is administered by the

EDI Office and earlier this summer a new equity advisor position was created and filled to implement REAT across the organization. For reporting purposes REAT is incorporated under our objectives, strategies, and key results as part of our 2024 OHCS DEI action plan.

Affirmative Action Plan (AAP) Administration. Our plan identified joint accountability measures between HRS Section and the EDI Office to be achieved during the 2023-24 timeframe. Due to significant increase in workload within HRS coupled with leadership turnover and onboarding new HRS resources and increased capacity issues within the EDI Office these measures were not completed. To correct these potentially ongoing challenges, going forward the oversight of the AAP will include additional resources from outside these two entities and supplemental project management support. This way, future updates and modifications to the AAP can be made in a timely manner and OHCS will be able to stay on track with providing updates to the Department of Administrative Services.

Goal #4: Identify Opportunities for HRS to Collaborate With The EDI Office

Strategy

Encourage HRS staff to become more involved in equity initiatives by creating collaborative equity spaces, where HRS can discuss their role in the agency and educate staff on HRS processes, include HRS staff in leadership training and continue to build the relationship between HRS functions and that of the Equity, Diversity and Inclusion (EDI) office. In 2023, phase two of the leadership training with the Center for Equity and Inclusion will expand to serve the HRS Division with targeted training for staff and provide audit services. In addition, the EDI Office can provide guidance and ideas for HRS to engage more closely with equity committees, specifically the diversity and inclusion best practices committee.

Progress

Staff Capacity. In 2024 the agency restructured our Human Resource Services (HRS) Section to keep pace with the growing HR needs of the agency. The top management position was elevated to an executive leadership role and a new role of deputy director was instituted. HRS also added several new employees with diverse backgrounds of expertise. Today, HRS is better positioned to serve the needs of the agency and has the capacity to support new collaborations with the EDI Office and our new EDI Community Organization (EDI-CO). Conversely, for the first time since its creation the EDI Office is fully staffed as of October 2024 which will allow that team to better invest time and resources on collaborative endeavors.

New Leadership and New Opportunities. OHCS's HRS Director will serve as co-chair of our new Diversity, Inclusion, and Belonging (DIB) Action Team. Focus areas for DIB include and are not limited to the following:

1. Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.
2. Ensure that DEI is integrated into professional development, performance management, advancement, and retention.

3. Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.
4. Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.

Through this type of employee-based engagement there will be a wealth of opportunity to partner with and work to support HRS initiatives and opportunities to receive feedback from a diverse group of employees serving on the DIB Action Team. Targeted equity-based training will continue for the HRS staff and new equity leaders across the organization will join the Center for Equity and Inclusion Leadership Cohort in 2025. In addition, the EDI Office looks forward to consulting on employment policy and implementation, employee training and development programs for management, employees, and ways to enhance new employee orientation.

Demographic Analysis

Supervisors

The tables below include the demographic analysis of all supervisory personnel within OHCS.

Table 1: Supervisors by Ethnicity and Gender

As of June 01, 2024

Race/Ethnicity	% Female of Total	# Female	% Male of Total	# Male	% Total	# Total
American Indian or Alaska Native (United States of America)	2.0%	1	2.0%	1	3.9%	2
Asian (United States of America)	2.0%	1	2.0%	1	3.9%	2
Black or African American (United States of America)	3.9%	2	3.9%	2	7.8%	4
Hispanic or Latino (United States of America)	0.0%	0	3.9%	2	3.9%	2
Two or More Races (United States of America)	2.0%	1	0.0%	0	2.0%	1
I do not wish to answer. (United States of America)	2.0%	1	0.0%	0	2.0%	1
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0
White (United States of America)	49.0%	25	27.5%	14	76.5%	39
Total	60.8%	31	39.2%	20	100.0%	51

The majority of supervisory managers at OHCS primarily identify as white females. There are a total of 11 BIPOC managers, indicating a proportional drop in representation of 6.5% at the supervisor level.

Individuals who identify as female represent the predominant gender of OHCS supervisory managers, however they also saw a decrease in representation of 3% between 2022 and 2024.

Table 2: Supervisors by Ethnicity and Veteran and Disability Status

As of June 01, 2024

Race/Ethnicity	Disability Status % (overall supervisor count)	Disability Status #	Veteran % (overall supervisor count)	Veteran #
American Indian or Alaska Native (United States of America)	2.0%	1	2.0%	1
Asian (United States of America)	0.0%	0	0.0%	0
Black or African American (United States of America)	0.0%	0	2.0%	1
Hispanic or Latino (United States of America)	0.0%	0	0.0%	0
Two or More Races (United States of America)	0.0%	0	0.0%	0
I do not wish to answer. (United States of America)	0.0%	0	0.0%	0
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0
White (United States of America)	2.0%	1	3.9%	2
Total	3.9%	2	7.8%	4

Representation of individuals with disabilities increased by almost 8% between 2022-2024.

Workforce

The following tables include the demographic information of the entire OHCS workforce broken down by job category. All data in this analysis is effective as of June 30, 2024. OHCS has no protective service workers.

Table 3: Job Categories by Race/Ethnicity

Key:

O&A = Officials and Administrators

AS = Administrative Support (Including Clerical Sales)

P = Professionals

T = Technicians

SCW = Skilled Craft Workers

Race/Ethnicity	% O&A	# O&A	% AS	# AS	% P	# P	% T	# T	% SCW	# SCW	% S	# S	Total %	Total #
White (United States of America)	11.1%	43	3.9%	15	49.6%	192	0.5%	2	0.3%	1	0.3%	1	66%	254
Asian (United States of America)	0.5%	2	1.0%	4	5.2%	20	0.0%	0	0.0%	0	0.0%	0	7%	26
Hispanic or Latino (United States of America)	1.0%	4	0.8%	3	8.0%	31	0.0%	0	0.0%	0	0.0%	0	10%	38
American Indian or Alaska Native (United States of America)	0.5%	2	0.5%	2	1.6%	6	0.0%	0	0.0%	0	0.0%	0	3%	10
Two or More Races (United States of America)	0.3%	1	0.3%	1	2.3%	9	0.0%	0	0.0%	0	0.0%	0	3%	11
I do not wish to answer. (United States of America)	1.0%	4	1.8%	7	5.2%	20	0.0%	0	0.0%	0	0.0%	0	8%	31
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	1.0%	4	0.0%	0	0.0%	0	0.0%	0	1%	4
Black or African American (United States of America)	1.3%	5	0.3%	1	1.8%	7	0.0%	0	0.0%	0	0.0%	0	3%	13
Total	15.8%	61	8.5%	33	74.7%	289	0.5%	2	0.3%	1	0.3%	1	100%	387

Table 4: Job Categories by Gender

Key:

O&A = Officials and Administrators

AS = Administrative Support (Including Clerical Sales)

P = Professionals

T = Technicians

SCW = Skilled Craft Workers

Gender	% O&A	# O&A	% AS	# AS	% P	# P	% T	# T	% SCW	# SCW	% S	# S	Total %	Total #
Female	10.1%	39	7.0%	27	48.3%	187	0.0%	0	0.0%	0	0.0%	0	65%	253
Male	5.7%	22	0.8%	3	26.1%	101	0.5%	2	0.3%	1	0.3%	1	34%	130
Declined to Answer	0.0%	0	0.8%	3	0.3%	1	0.0%	0	0.0%	0	0.0%	0	1%	4
Total	15.8%	61	8.5%	33	74.7%	289	0.5%	2	0.3%	1	0.3%	1	100%	387

Table 5: Job Categories by Veteran Status

Key:

O&A = Officials and Administrators

AS = Administrative Support (Including Clerical Sales)

P = Professionals

T = Technicians

SCW = Skilled Craft Workers

Military Status	% O&A	# O&A	% AS	# AS	% P	# P	% T	# T	% SCW	# SCW	% S	# S	Total %	Total #
Veteran (United States of America)	1.3%	5	0.0%	0	2.8%	11	0.0%	0	0.0%	0	0.0%	0	4%	16
Active Duty / Reserve	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.3%	1	0.0%	0	0%	1
Not a Veteran	14.5%	56	8.5%	33	71.8%	278	0.5%	2	0.0%	0	0.3%	1	96%	370
Total	15.8%	61	8.5%	33	74.7%	289	0.5%	2	0.3%	1	0.3%	1	100%	387

Table 6: Job Categories by Generation

Key:

O&A = Officials and Administrators

AS = Administrative Support (Including Clerical Sales)

P = Professionals

T = Technicians

SCW = Skilled Craft Workers

Generation	% O&A	# O&A	% AS	# AS	% P	# P	% T	# T	% SCW	# SCW	% S	# S	%	#
Generation Z (1997 - Current)	0.0%	0	0.5%	2	2.4%	9	0.0%	0	0.3%	1	0.0%	0	3.2%	12
Millennials (1981 - 1996)	3.5%	13	4.0%	15	33.9%	127	0.0%	0	0.0%	0	0.0%	0	41.3%	155
Generation X (1965 - 1980)	8.0%	30	3.2%	12	32.0%	120	0.0%	0	0.0%	0	0.3%	1	43.5%	163
Baby Boomers (1947 - 1964)	2.4%	9	0.5%	2	8.3%	31	0.3%	1	0.0%	0	0.3%	1	11.7%	44
Traditionalists (1917 - 1946)	0.0%	0	0.0%	0	0.3%	1	0.0%	0	0.0%	0	0.0%	0	0.3%	1
Total	13.9%	52	8.3%	31	76.8%	288	0.3%	1	0.3%	1	0.5%	2	100.0%	375

Table 7: Job Categories by Disability Reporting

Key:

O&A = Officials and Administrators

AS = Administrative Support (Including Clerical Sales)

P = Professionals

T = Technicians

SCW = Skilled Craft Workers

Disability	% O&A	# O&A	% AS	# AS	% P	# P	% T	# T	% SCW	# SCW	% S	# S	%	#
Yes	0.5%	2	0.3%	1	1.3%	5	0.0%	0	0.0%	0	0.0%	0	2%	8
No	15.2%	59	8.3%	32	73.4%	284	0.5%	2	0.3%	1	0.3%	1	98%	379
Total	15.8%	61	8.5%	33	74.7%	289	0.5%	2	0.3%	1	0.3%	1	100%	387

New Hires

The tables in this section present the demographic breakdown of new hires across race/ethnicity and gender for both supervisors and non-supervisors for the window July 1, 2023 – June 30, 2024.

Table 8: Race/Ethnicity of New Hires by Gender

Race/Ethnicity	Female	Male	Total
American Indian or Alaska Native	3	0	3
Black or African American	0	3	3
Hispanic or Latino	7	5	12
I do not wish to answer.	12	3	15
Two or More Races	0	2	2
White	42	17	59
Asian	5	0	5
Grand Total	69	30	99

Promotions

The tables in this section present the demographic breakdown of promotions across race/ethnicity and gender for both supervisors and non-supervisors.

Table 9: Race/Ethnicity of Non-Supervisory Promotions by Gender

Race/Ethnicity	Female	Male	Total
American Indian or Alaska Native	1	0	1
Black or African American	1	0	1
Hispanic or Latino	4	1	5
I do not wish to answer.	1	1	2
Native Hawaiian or Other Pacific Islander (United States of America)	1	0	1
Two or More Races	1	1	2
White	37	5	42
Asian	0	3	3
Grand Total	46	11	57

Table 20: Race/Ethnicity of Supervisory Promotions by Gender

Race/Ethnicity	Female	Male	Total
American Indian or Alaska Native	1	0	1
Black or African American	0	0	0
Hispanic or Latino	0	2	2
I do not wish to answer.	0	0	0
Native Hawaiian or Other Pacific Islander (United States of America)	0	0	0
Two or More Races	0	0	0
White	12	5	17
Asian	2	1	3
Grand Total	15	8	23

Table 31: Race/Ethnicity of Total Promotions by Gender

Race/Ethnicity	Female	Male	Total
American Indian or Alaska Native	2	0	2
Black or African American	1	0	1
Hispanic or Latino	4	3	7
I do not wish to answer.	1	1	2
Native Hawaiian or Other Pacific Islander (United States of America)	1	0	1
Two or More Races	1	1	2
White	49	10	59
Asian	2	4	6
Grand Total	61	19	80

2025-2027 Affirmative Action Goals and Strategies

Goal #1: Create Internal Work Groups to Develop Inclusive Recruiting Processes

Strategy

- HRS will develop a recruiting ambassador program to train those involved in the hiring process, both managers and panel members, in candidate screening best practices.
- The recruiting ambassador program will also be used to identify and solicit a work group to work with the EDI office to develop a resource of inclusive questions hiring managers can reference.
- The success of the question development work group will be evaluated. If successful, the work group will be continued with the goal of developing, Behavioral Anchored Rating Scales (BARS) for each interview question to further refine equitable evaluation of interview answers.

Goal #2: Prioritize and Systematize Employee Engagement Processes

Strategy

- Reinitiate quarterly pulse surveys through the HRS team.
- Report pulse survey results organization wide in the form of organizational key results (OKRs) at Agency quarterly strategic meetings.
- HRBP's will review manager Gallup dashboard with them during quarterly check-ins to connect managers with resources and further identify training opportunities.

Goal #3: Increase Diverse Representation at the Supervisor Level and Above

Strategy

- Supervisor's will annually discuss development plans with employees during the personnel action form (PAF) process. Employees who are interested in moving into leadership roles will be referred to HRS for inclusion on a list of employees to be notified of supervisor training opportunities.
- Supervisor's will utilize the annual succession management process to identify high potential employees that may be encouraged to consider supervisory roles.
- HRS will develop an optional training for all employees about imposter syndrome and its effects on career growth.