OREGON MEDICAL BOARD
2019-2021
DIVERSITY AND INCLUSION / AFFIRMATIVE ACTION PLAN

Oregon
Kate Brown, Governor

Medical Board
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September 21, 2018

The Oregon Medical Board prioritizes diversity and inclusion in its workforce. Therefore, the OMB is taking action with respect to its affirmative action and diversity and inclusion programs.

The affirmative action plan that follows represents my personal and professional commitment to upholding our commitment to the citizens of Oregon. The plan also represents our commitment to equal opportunity and affirmative action in employment and public service in compliance with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This affirmative action plan has my complete authorization.

Nicole Krishnaswami
Executive Director
Oregon Medical Board
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I. DESCRIPTION OF AGENCY

A. Mission and Objectives

The Mission of the Oregon Medical Board is to protect the health, safety, and wellbeing of Oregonians by regulating the practice of medicine in a manner that promotes access to quality care.

The Oregon Legislature created the Oregon Medical Board (Board) in 1889 to regulate the practice of medicine in the state of Oregon. Lawmakers created the Board after 10 years of lobbying by the Oregon State Medical Society (now known as the Oregon Medical Association or OMA). The Legislature charged the new Board with enforcing the Oregon Medical Practice Act (ORS Chapter 677). That Act required the Governor to compose the first board of "three persons from among the most competent physicians of the state."

The Oregon Medical Board administers ORS Chapter 677 and OAR Chapter 847 to license, to investigate charges against, and to discipline medical and osteopathic physicians (MDs and DOs), doctors of podiatric medicine (DPMs), acupuncturists, and physician assistants (PAs).

The Board members are appointed by the Governor to adopt rules, establish policy, investigate and discipline licensees and appoint the agency's director. Of the thirteen members, two are public members, one is a DPM, one is a PA, two are DOs, and the remainder are MDs.

The Board is a regulatory agency created to protect the health, safety, and welfare of the people of Oregon from the practice of medicine by unauthorized or unqualified persons and from unprofessional conduct by persons licensed to practice medicine, and to promote medical excellence in Oregon. As the agency regulating medical practice statewide, the Board also develops and enforces most of the state laws, rules, and policies under which its licensees practice. There are more than 21,000 licensees under the jurisdiction of the Board.

B. Executive Director:

Nicole Krishnaswami
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Portland OR 97201-5847
Phone number 971-673-2700

C. Governor's Healthcare Policy Advisor:

Tina Edlund
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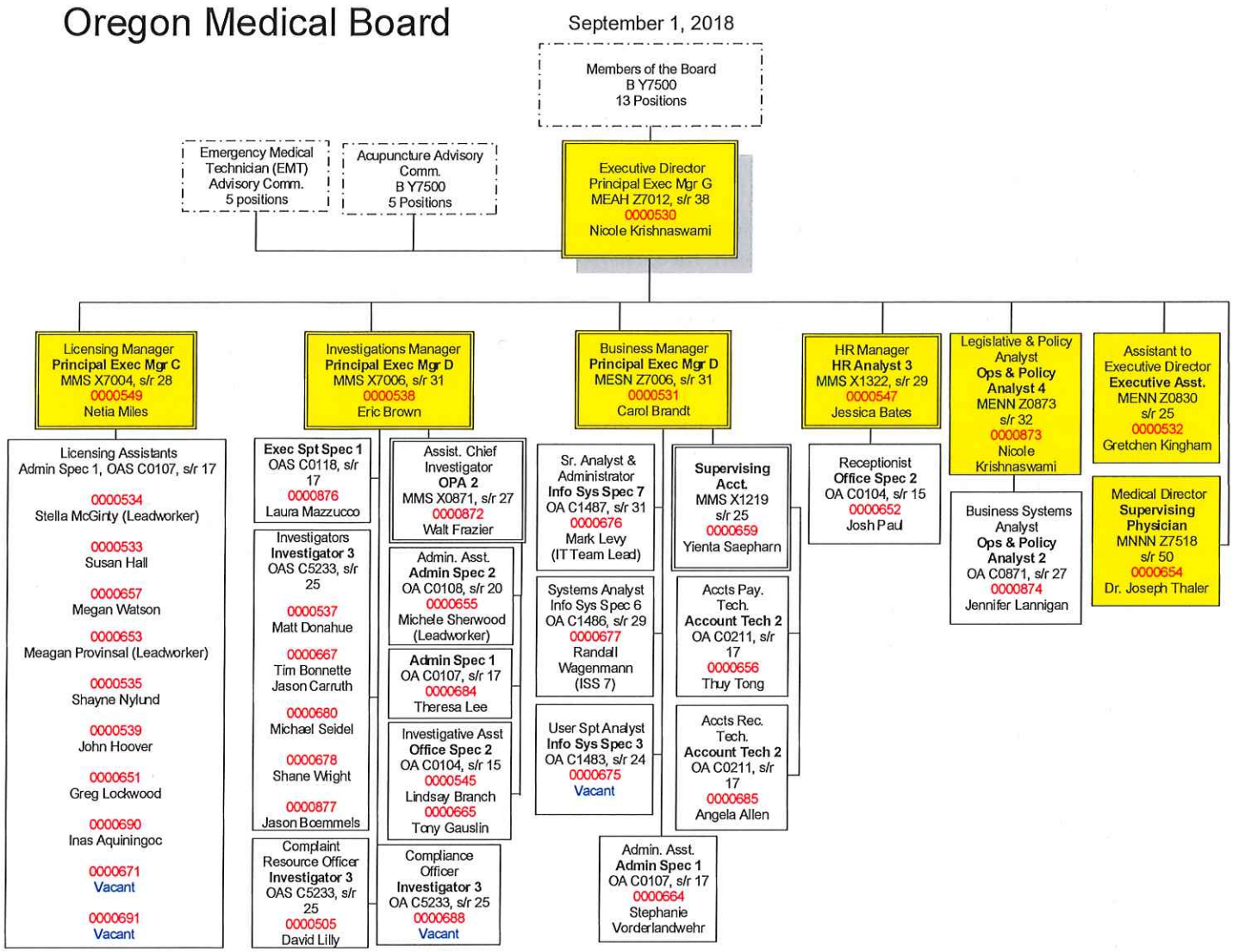
D. Affirmative Action and;

E. Diversity and Inclusion Representative:

Jessica Bates
1500 SW 1st Ave Suite 620
Portland OR 97201-5847
Phone number 971-673-2697

F. Organizational Chart:

ORGANIZATION CHART



II. AFFIRMATIVE ACTION PLAN

A. Agency Affirmative Action Policy Statement / Diversity and Inclusion Statement

The purpose of this plan is to update and maintain the previously initiated affirmative action program for the Oregon Medical Board, in keeping with the directives of the Governor, state and federal laws and regulations, executive orders of the President of the United States of America concerning affirmative action, discrimination/non-discrimination guidelines appropriate under the Civil Rights Acts, equal employment opportunity (EEO) policies, and the Americans with Disabilities Act by which our good faith efforts must be directed.

Affirmative Action Policy Statement

The Oregon Medical Board will not tolerate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute, nor shall the Board conduct business with any vendor/provider for the state of Oregon who discriminates against members of any protected class. All personnel actions of the Oregon Medical Board, and all licensing actions and disciplinary actions concerning licensees, shall be administered according to this policy.

All staff of the Oregon Medical Board shall adhere to the Affirmative Action Policy and Plan. Supervisory and management staff, in particular, shall assure that the intent as well as the stated requirements are implemented in all employee relationships and personnel practices. In addition, it is the duty of every employee of the Oregon Medical Board to create a job environment reflecting respect, care and concern for every individual and to maintain a harassment-free environment. Managers and employees are expected to work together to eliminate and prevent discrimination. The application of this policy is the individual responsibility of all administrative and supervisory staff, and each shall be evaluated on his/her performance in achieving this affirmative action policy as well as in other job performance criteria. Failure to meet our affirmative action standards will be subject to disciplinary actions. The Affirmative Action Plan will be posted on the Board's website and intranet. A hard copy will be placed in the reception area, and in the Executive Director's and HR Manager's offices, as well as all public meeting rooms. The Affirmative Action Policy Statement is posted on the bulletin board where all other required posters are located.

All employees shall be advised of the procedure for lodging a discrimination/harassment complaint, and all employees with concerns of any kind related to affirmative action shall be encouraged to bring them to the attention of the Executive Director or the Human Resources Manager. Our internal procedure that supports statewide policy is located on page 29 of this Affirmative Action Plan.

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

Duration of Plan

This revision of the Board's Affirmative Action Plan is effective July 1, 2019 and shall be evaluated annually or as needed when statewide changes occur. The Board's Affirmative Action Representative is Jessica Bates, reachable via phone at 971-673-2697.

Nicole Krishnaswami
Executive Director
Oregon Medical Board
(971) 673-2700

B. Policy

a. Agency AA Policy/Diversity & Inclusion Statement and State and Federal Employment Law Documents

The Oregon Medical Board serves all Oregon's citizens, and respects and is inclusive of the diversity among those citizens. In order to carry out its mission, OMB embraces initiatives and policies consistent with respect for diversity and inclusion. OMB embraces its responsibility to Oregonians including those of all genders, ages, races, national origins, colors, ethnicities, religions, physiological and psychological disabilities, sexual orientations, and those with status as veterans. Individuals in all these categories should expect that the practice of medicine will be regulated to protect their health, safety and well-being. They should further expect that they will have the ability to have their voices heard in pursuit of these goals. The Board includes "equity" among its core values, which is reflected in the actions described below.

The Board has adopted a Statement of Philosophy regarding Cultural Competency in the practice of medicine, which is available on the Board's public website and reads:

The Oregon Medical Board's mission is to regulate the practice of medicine in a way to promote access to safe, quality care for all Oregon citizens. However, Oregonians are growing increasingly diverse, and inequities in access to quality health care are apparent. Racial and ethnic populations, lesbian gay bisexual and transgender communities, low literacy level individuals and rural Oregonians experience severe health disparities according to the Oregon Health Authority's Office of Equity and Inclusion. Training in cultural competency is one tool to bridge this gap, improve health outcomes and enhance patient safety.

Cultural competency continuing education is a life-long process of examining values and beliefs while developing and applying an inclusive approach to health care practice in a manner that recognizes the context and complexities of provider-patient interactions and preserves the dignity of individuals, families and communities. Continuing education in cultural competency should teach attitudes, knowledge and skills to care effectively for patients from diverse cultures, groups and communities. The Office of Equity and Inclusion states that such training enables health care providers to work effectively in cross-cultural situations.

The Board recommends and encourages licensees to pursue ongoing continuing education opportunities for cultural competency. For purposes of maintenance of licensure, the Board considers continuing medical education (CME) in cultural competency to be relevant to the current practice of all licensees, and licensees may use this type of continuing education toward satisfying the required CME hours for license renewal. The Board will document licensees' voluntary participation in cultural competency CME through the license renewal process beginning in 2015.

In order for Oregon to achieve the triple aim of improving health, improving care, and lowering cost, providers must be responsive to the needs of diverse populations. Cultural competency training for health care providers is one method for helping Board licensees adapt to the needs of Oregon's socially and culturally diverse communities.

- Adopted October 2013

The Oregon Medical Board's commitment to Oregonians comes from its Board, Executive Director and management team, and includes all staff. Just as in our commitment to affirmative action, those who fall short in their support of equal access and inclusion are held responsible. The agency's management team is expected to do all they can to improve diversity and inclusion at OMB.

Only by embracing the variety of cultures embodied by Oregon's citizens can OMB provide the best possible service to those citizens and to the state of Oregon. OMB continues to strive to improve the lives of those living within the borders of this state, and will continue to improve as the agency moves forward.

i. Are these items accessible to all employees and partners?
ii. Where are they located?
iii. How can employees and partners access them?

These items (the OMB Affirmative Action Plan and included documents) as well as the Cultural Competency Handbook are available to the public in our lobby and all public meeting rooms in print form. Additionally, the plan is posted on our website at https://www.oregon.gov/omb/board/about/Pages/Employment-Opportunities.aspx as well as our intranet page accessible to employees.

Jessica Bates is listed on our external website as the ADA coordinator as well, at https://www.oregon.gov/omb/Investigations/Pages/How-to-File-a-Complaint.aspx

The Cultural Competency Statement is published on our external website at https://www.oregon.gov/omb/board/philosophy/Pages/Cultural-Competency.aspx

b. Compliant Options

i. Formal/Informal

The Oregon Medical Board has a Professional & Harassment-Free Workplace Procedures document that all employees are required to read upon hire and periodically thereafter. The Procedures document outlines the process for reporting incidents, and what information is required, and the process for addressing those issues.

Additionally, employees can address concerns directly with their managers or executive staff on an informal basis.

ii. Contact Information

Employees have the opportunity to address any issues to their manager, HR, or the Executive Director. Contact information for all of these management staff are available to all staff.

iii. Complaint Information (intake, processing, timeframe, next steps)

Other than what has been outlined in the Procedures document, no timelines have been designated. Each case/incident must be evaluated and addressed on a case-by-case basis, which may necessitate ad hoc timelines to ensure all involved parties are adequately included.

C. Employment

a. Agency Equity Implementation

i. Hiring

The Oregon Medical Board strives to implement equity in the hiring process by ensuring that candidates are interviewed by panels of multiple people, through multiple rounds of interviews, including women and people of color whenever appropriate. This allows for the candidate to be exposed to different staff members as well as allows staff to be involved and have a voice in the composition of their team.

Additionally, we have included an interview question in the final round of interviews that addresses our commitment to equity and asks the candidate to define what equity means to them. This allows us to assess the alignment of the candidate's values with our organizational values, with the hope of increasing the possibility of a good fit and a commitment to equity among the team.

ii. Retention

With the recent retirement of our long term Executive Director, the incoming Executive Director has made significant efforts to ensure that all employees of the board feel valued and have the opportunity to voice any concerns. She has met with each staff member individually to have one on one conversations about what motivates them, what they would like to see more of, etc. In essence,

these are "stay" interviews as opposed to "exit" interviews, designed to ensure that employees can communicate why they stay at their job, and what we can do as an organization to continue that. While there is no specifically targeted "equity" question or element to these interviews, the hope is that all of our employees know that they have access to the top of the organization, and that they are valued and heard.

iii. Promotion

The Oregon Medical Board posts positions for promotion through the hiring process outlined above, consistent with collective bargaining agreements. Qualified internal candidates are encouraged to apply.

iv. Succession Planning

With the size of our organization (40 FTE), as well as the relatively flat organizational structure, succession planning can be difficult. Many employees are cross trained with peers to ensure that the loss of one employee does not also mean the loss of the function for the agency. Additionally, the Executive Director and HR Manager periodically review the staff eligible for retirement to ensure that knowledge transfer has been planned. However, outside of the recruitment process and encouraging training opportunities, we have not yet been able to implement a more formalized succession planning process.

b. Methods

We believe that our methods are effective in hiring, retention, promotion and succession planning. Our employees tell us that the mission of the organization, doing work that matters, and the people they work with are their biggest motivators. Having a diversified staff with multiple races, generations, and backgrounds adds to the welcoming culture of our workplace. Having leadership that demonstrates a vested interest in each individual further engages staff.

D. Training, Education and Development Plan (TEDP)

a. Training Overview

All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. They are provided information as to their rights and responsibilities under the Board's affirmative action plan and other Board policies to eliminate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute. Further, ongoing and periodic training is provided to ensure consistency in applying these expectations. Various methods of training will be utilized.

Managers and employees have been required to attend Cultural Competency training. Additionally, Board members will receive this training in October 2018. The commitment to Cultural Competency by the Board is well established.

b. Employees

Managers and employees will attend training in the areas of AA/EEO, Valuing Diversity and preventing Harassment. Training may be in the form of guest speakers during monthly all-staff meetings, formal classes, electronic learning, sharing of information from the Governor's Affirmative Action Office, and/or one-on-one discussions. Managers will be evaluated annually for their adherence to this Affirmative Action Plan.

Employees are encouraged to identify training of interest, and pursue those opportunities. Managers are supportive of employee development goals.

c. Volunteers

The Oregon Medical Board does not currently have any Volunteers. When volunteers are utilized, they are required to read, understand and comply with all agency policies, including those affecting workplace diversity and inclusion.

d. Contractors/Vendors

When contracts are established or renewed, the Oregon Medical Board provides vendors with a copy of the Affirmative Action Plan or directs them to the Board's website where the Plan is available for public viewing.

E. Leadership Development/Training Program(s)

a. EEO Data of Trainees

We have had the opportunity to periodically send one manager to the year-long Leadership Oregon program offered by the State for development of leadership skills. This year's participant is a woman of color, over the age of 40 in a management role.

b. Results of Development/Training Program

We do not have a formal leadership development or training program, however we do encourage employees to seek out opportunities to develop within the organization and engage in training and development toward their career goals. For instance, we have several staff engaged in Emerging Manager training and other similar development opportunities.

F. Programs

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

a. Internship Program(s)

Our internship program is informal and includes:

- Identifying tasks well suited for interns and that are related to their career goals;
- Recruiting for interns at our local higher educational facilities;
- Depending on budget restraints, hiring at least one intern a year; and
- Using interns to teach young people about the mission of the Oregon Medical Board and show them possible employment opportunities.

To date, we have typically had law students as interns who perform research projects related to board issues, such as consistency of disciplinary measures taken against licensees over the past 5 years. While these projects are useful to the board, once the students graduate, they are usually looking for a position as a lawyer (and frequently find them), and we do not have those types of jobs within our agency. So, as of yet, we have not looked at the internships as a method for developing pipelines of candidates for future openings, but rather as a way to expose these students to the world of public service. At least one former intern has begun a career with Oregon State Government.

b. Mentorship Program(s)

As a small agency, our organization does not currently have a formal mentorship program, but we do encourage and allow for employees to grow and develop.

c. Diversity Awareness Program(s)

i. Agency-Wide Diversity Council and

ii. Employee Resource Groups (ERGs)/Affinity Groups

Our agency does not have a Diversity Council, or employee Affinity Groups, however, we support and enhance the awareness of diversity by:

- Communicating to all staff in a variety of mediums the importance of diversity and how it impacts the Board's success rate;
- Asking staff to focus on the organization and provide suggestions on ways to improve our diversity performance. Aggressively converting that input into action, providing training, and continually evaluating and evolving our diversity and inclusion program;
- The Diversity and Inclusion representative is responsible for reporting the progress of the program periodically to management and the Executive Director and provide training and support in meeting the objectives and goals of the plan;
- Encouraging existing employees to learn new skills and apply them for career advancement opportunities both within the OMB and the State;
- Drawing upon different sources to advertise our recruitments such as E-Recruit, and increase awareness of our openings by contacting minority and community organizations;
- Promoting a respectful workplace by offering training on diversity awareness, improving communications, conflict management, and an open atmosphere to talk about problems and ideas; and
- Creating a welcoming environment by fostering an acceptance of people's differences and treating everyone with respect and professionalism whether they are staff or customers; and
- Publishing an award winning booklet, "Cultural Competency: A Practical Guide for Medical Professionals" which is being looked to as a model for other states.

G. Community Engagement

Career Fairs

We attend career fairs as our resources allow.

Community Events/Festivals

Our Executive Director makes presentations to community organizations such as health care groups and higher educational facilities about the work of the OMB which in turn creates interest in our jobs.

The Executive Director travels and lectures throughout the state, as well as nationally, and internationally in order to conduct outreach, promote the services of the Oregon Medical Board, and develop and maintain ties to the medical and regulatory community.

Trade-Specific Events

The previous Executive Director has been an actively engaged member of the Federation of State Medical Boards and participated in many national and international committees.

The Medical Director acts as an "ambassador" to the medical community, traveling and speaking to various audiences to engage the licensee population.

In addition, our agency supports our programs by:

- Posting notices and forwarding e-mails that talk about cultural activities and other information that supports diversity and tolerance;
- Displaying the agency's commitment to our Affirmative Action Plan by publicizing it on our website and having hard copies available in strategic locations for everyone to read; and
- Supporting our Affirmative Action Representative in joining local organizations that are aligned with our AA goals.

H. Executive Order 17-11 Updates

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

All employees, including managers have been required to complete statewide trainings on Professional workplace, discrimination and harassment free workplace and preventing sexual harassment.

b. Statewide Exit Interview Survey

Asking all employees leaving the Oregon Medical Board to respond to the statewide Exit Interview Survey.

Review the results of those surveys periodically, share both positive and negative remarks with the Executive Director, and take appropriate action.

As a small agency with only 40 positions, we are fortunate to have employees with rather long tenure. As employees exit, we send them the survey, but often it seems it is not completed. Of those who complete the survey, we have not been able to identify any trends or areas of concern to work on improving. While this is a good thing, we also realize that the small sample size has an effect as well.

Even though we have not identified trends, the management team responds to any actionable items that are identified on these surveys.

c. Performance Evaluations of all Management Personnel

Consistent with Executive Orders, all management staff members are responsible for engaging in and supporting affirmative action diversity efforts in the agency, and are held responsible for this in their annual performance appraisals. If needed, the disciplinary process will be applied to make corrections and achieve compliance.

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

Business Oregon's Certification Office of Business Inclusion and Diversity (COBID) manages the certification and processing of firms formerly under Oregon Minority, Women, Emerging Small Businesses (OMWESB) and now includes Service Disabled Veteran business owners under COBID.

OMB is reporting figures for 07/01/2017 through 06/30/2018

a. Agency Total Contract Budget:

Excluding inter-agency agreements, price agreements and the like, the agency's contract budget is $2,183,500. This includes our contracts with Medical Consultants.

b. Total Number of Contracts: 176

c. Total Number of Contracts with COBID Firms: 5

d. Total Contract Dollars Spent on COBID Contracts:

$36,994.01 spent, with $110,000 allocated

Additional Spend for COBIDS Is $2,959.75

In addition, we have spent $3,299.56 with Qualified Rehabilitation Facility (QRF), and $2,864.97 with Oregon Correction Enterprises (OCE)

III. ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

A. Responsibilities and Accountabilities

a. Director/Administrator

Foster and promote to employees the importance of a diverse and discrimination and harassment free workplace. Participate in cultural diversity trainings, orientations, and be a living example of cultural sensitivity. Held accountable through annual performance evaluations.

Meet annually, or more often as needed, with the Board's Human Resource Manager to review equal employment opportunities, evaluate affirmative action and diverse work environment progress, and identify problems. Approve strategies and timetables for meeting goals.

Annual performance reviews will include ratings on the Director's support and effectiveness of the agency's Affirmative Action Plan.

Hold managers accountable for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate supervisors and employees. The effectiveness of managers and supervisors in promoting the affirmative action activities, goals and objectives for OMB will be included in their annual performance appraisals. ORS 659.025(1) states:

"*To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, handicap or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance.*"

Further the Executive Assistant to the Executive Director will include articles in the OMB newsletter that express the Director's commitment to promoting a diverse workforce and environment. Articles relating to equal employment opportunity, affirmative action, the ongoing development of a diverse workforce, and the efforts and progress made toward meeting the Board's goals in these areas are some examples.

b. Managers and Supervisors

Foster and promote to employees the importance of a diverse and discrimination and harassment free workplace. Look for ways to increase the skills of current employees using mentoring, job rotations and formal training to prepare them for higher level positions within the organization.

Managers and supervisors will receive an orientation on the Board's affirmative action goals, understand their own responsibilities, and evaluate how well they are achieving the Board's affirmative action goals and objectives. They will attend cultural competency training, attend orientations, and promote cultural awareness.

Subordinate supervisors will be evaluated on their effectiveness in carrying out the responsibilities they have for participating in and promoting affirmative action activities.

In undertaking these evaluations, managers will consider how well the supervisor fosters and promotes a diverse workforce, how well s/he promotes the affirmative action goals and objectives, and that his/her staff are knowledgeable about OMB policies and procedures that encourage an inclusive environment.

Inform applicants for vacant positions that the Board is an equal opportunity employer committed to workforce diversity. Have a copy of the Board's Affirmative Action Plan available for applicants to review on request.

Work with human resources to utilize State of Oregon procedures and rules in filling vacancies. Attend equal opportunity, affirmative action and other diversity-related training in order to be informed of current issues.

Display the Board's Affirmative Action Policy Statement and have available a hard copy of the Affirmative Action Plan. An electronic copy of the Board's Affirmative Action Policy Statement will also be maintained on the OMB website.

Act decisively and in a timely manner if they become aware of any Board employee engaging in any type of harassment.

c. Affirmative Action Representative

Work with the Executive Director, managers and supervisors to promote a diverse workforce and inclusive work environment to help attain the AA goals of the Board. Encourage the retention of existing employees and create new learning opportunities for them.

Report AA activities to the Executive Director in one-on-one meetings as well as staff meetings. Obtain support for proposed changes to the AA Plan to reach goals and objectives. Respond to AA issues and attend AA meetings on behalf of the Director.

Use a variety of recruiting sources such as minority and women-specific web sites, community agencies and schools. Emphasize the Board's support of equal employment opportunity, affirmative action and the benefits of a diverse workforce.

Place the "An Equal Opportunity/Affirmative Action Employer" statement on every announcement and in every advertisement.

Provide upward mobility opportunities through cross-training, job rotations and job shadowing as appropriate. Inform all employees of career development opportunities and explain any options employees may have for meeting the minimum requirements for promotional job classifications through education and/or experience. Assist employees in the application process for state jobs and how interview skills can be improved.

Train managers to have diverse interview panels including, when possible, at least one member who works outside the hiring section/division and at least one member from a protected class.

Keep management informed of the latest law and rule changes in the EEO/AA area.

Research training opportunities and topics for presentation to all staff. Actively participate in those trainings.

Have hard copies and/or electronic copies of the Board's Affirmative Action Policy Statement and Plan available for review by all managers, supervisors and employees. Make hard or electronic copies available to applicants for employment on request. Recommend changes to the Plan and update it as required. Compile statistics and keep management informed of the Board's AA status during management meetings.

Solicit comments from managers requesting how Human Resources can assist them in promoting affirmative action activities and how best to create a more diverse workforce.

Discuss the State of Oregon/Board Affirmative Action Plan and Policy in New Employee Orientation. Make the orientation as welcoming as possible. Include in the discussion:

- Our expectations surrounding a respectful workplace and talk about what that means to the agency as well as the employee.
- Our commitment to supporting the personal and professional growth of our employees.
- Our encouragement to contribute and participate in agency activities that will assist the agency in meeting its objectives.
- And our doors are always open for questions and concerns.

Train and inform managers, supervisors and employees at New Employee Orientation as to their rights and responsibilities under the Board's affirmative action policy and other Board policies to eliminate any harassment based on any protected class status.

Respond to and investigate complaints. Enforce policies and procedures. Provide counseling to employees related to discrimination complaints and advise of the consequences of retaliation.

Offer and review the Statewide Exit Interview Survey to all separating employees. Analyze for trends. If

it appears that discrimination or harassment was a factor in employee separation, conduct an investigation and take appropriate action. Inform the Executive Director of the results.

Evaluate revised and new policies for possible adverse impact on the Board's commitment to affirmative action and equal employment opportunities.

Serve as a liaison between the Board and the state and federal agencies that protect civil rights.

Ensure agency training opportunities are offered free of discrimination on the basis of race, religion, national origin, age, gender, sexual orientation, veteran status, or disability.

IV. JULY 1, 2017 – JUNE 30, 2019

A. Accomplishments in Goal Attainment/Progress from Current Biennium's Affirmative Action Plan

Multiple recruitments have been performed since July 2017. Each one was conducted in a way that would provide the most diverse candidate pool possible. Candidates that met the minimum and specific qualifications and rated highest on the scoring criteria as well as the desired attributes or requested skills were offered an interview. Interviews were conducted by panels that consisted of men, women, and people of color, managers, and co-workers. During this period, the Board has hired people who are the best qualified candidates, and these hires have come from a broad range of diverse groups, including age, gender, veteran status and varied backgrounds.

We have had large candidate pools for our vacant positions. We managed to reach a very diverse audience with limited spending on advertising. Announcements were placed on the state's job page, at higher education facilities, with the Veterans Administration Office, on OMB's website, craigslist, and with special interest organizations.

To make prospective employees feel welcome at the Oregon Medical Board, emphasis was placed on creating a comfortable interview atmosphere. Name plates were placed in front of the interview team, water, paper and pencils were available, plenty of time was given to the candidate for organizing their thoughts, etc. Existing employees embodied a respectful workplace and were given support for creating and maintaining an inclusive environment and this is further exemplified by the management team.

Cross-training and career developmental opportunities are encouraged. Our goal is to retain our employees by keeping them challenged and giving them room for growth. The small size of our agency requires that more than one person be knowledgeable regarding each job, so it becomes relatively easy to promote these opportunities. They are offered to all employees equally.

The OMB utilized externs from higher-education facilities to perform legal research for various projects. This allows the extern to gain real-world experience while benefiting the Board at very low cost.

Cultural competency training was provided to our managers and employees in September 2017. Agency values were updated to include equity.

The OMB has been working diligently to meet its goals for increasing and retaining our protected class employees. Using the EEOC statistics from the quarter ending June 30, 2018 (which shows shortcomings in less than one whole person increments in the categories of African Americans, Native Americans and Asians), we are below parity by two women in the Professional category, and one person with a disability in Administrative Support.

B. Progress Made or Lost Since Previous Biennium

The Oregon Medical Board has 58 positions – 40 regular and 18 Board and Committee Members. Overall the agency has had success in recruiting and retaining women and people of color, as shown in the following table.

SUMMARY REPORT 07/01/2018	TOTL EMP	MEN FT	WOMEN FT	POC FT	AF-AM FT	HISP FT	ASIAN FT	NATAM FT	PWD FT
A Official/Administrator	4	1	3	1	1	0	0	0	0

B Professionals	15	8	7	3	1	0	1	1	0
F Administrative Support	17	5	12	3	1	0	2	0	0
TOTALS	36	14	22	7	3	0	3	1	0

This data shows that 61% of staff at the OMB are women and 19% are people of color. Overall we are doing well in recruiting and retaining diverse candidates. We continue to work to expand the opportunities for inclusion and diversity in all categories.

Overall, this is a loss from the previous biennium in both women and people of color, which were 66% and 24% respectively last biennium. We have had several retirements, and resignations which have impacted our numbers.

The Oregon Medical Board's strategy for retaining our employees is simple:

- Value our employees and urge them to participate in decisions that affect their work;
- Treat our employees with respect and dignity;
- Show our employees the benefits of working for the State of Oregon from pay to health insurance to location;
- Support our employees in their learning and personal development plans;
- Carefully maintain the Board's reputation for professionalism by making it a business people are proud to work for;
- Keep our processes as lean as possible so work makes sense even to our newest employees;
- Communicate well and often to let employees know what is happening in the organization;
- Make wise hiring decisions and continually evaluate our hiring practices; and
- Hold people accountable for adhering to our respectful workplace and harassment-free policy.

Our agency's strength lies in our employees and our customers. Our employees know the complex business of licensing and investigating, both of which are critical in meeting our mission of protecting the public from unscrupulous physicians. We are a very professional organization that lives up to high expectations every day. The challenges we face are few:

- Communications – we must learn to communicate better. We have a wide generational span and at times it seems they speak different languages. We must proactively promote respectful and sensitive communication. These groups are also very different in their technology skills; our older employees tend to need more time and hands-on help learning new computer skills.
- Positive attitudes – Helping employees feel valued is difficult. We are constantly being asked to do more without an increase in staff or resources. Additionally, we have had staff turnover that has left departments with more workload than staff time, requiring some overtime hours to accomplish our mission. We must increase our appreciation of our hard-working employees in ways that are low or no cost.
- Losing staff – Losing our senior employees will make it increasingly difficult to train our talented younger employees. We must start a more aggressive cross-training program to avoid the loss of institutional knowledge.

V. JULY 1, 2019 – JUNE 30, 2021

A. Goals for Affirmative Action Plan

The Affirmative Action goals of the Oregon Medical Board for the 2019-2021 biennium are:

1. The HR Manager, supported by the Director, will continue to educate and guide managers in creating applicant pools and interviewing processes that are welcoming to all people, and helping them understand the benefits of a diverse workforce and supporting our Affirmative Action Plan. This will be accomplished by the HR Manager actively participating in all recruitment and selection activities and including AA performance measures on annual evaluations. It also includes attendance at the Governor's Affirmative Action Office workshops, either in person or remotely.

2. The HR Manager will utilize creative means to advertise vacancies to people of color, disabled individuals

and women. These may include attendance at job fairs, contacting community and specialized ethnic organizations, communicating with higher educational facilities (especially for interns), posting on various web sites, and using the services of the Governor's Affirmative Action Office for our higher-level positions. Job rotations will be offered to increase current employee growth options.

3. All managers will support activities that develop a work environment that is attractive to a diverse pool of applicants, retains employees, and is accepting and respectful of employees' differences. An inclusive environment will be created a number of ways - by sharing e-mail activity notices from the Governor's Affirmative Action Office, posting posters and flyers in the break room, encouraging employees to share their thoughts and ideas, responding to issues quickly and efficiently, etc. Respectful workplace behaviors will be expected and enforced. Expectations will be presented using formal training, written policies and procedures, and/or one-on-one counseling.
4. Managers will continue to offer and encourage career development, mentorship and training opportunities for all employees particularly those of color, employees with disabilities and female employees to prepare them for advancement and retain them in the agency. Managers will also utilize employee retention ideas that include offering flexible schedules, having open door policies, listening respectfully and responding quickly to problems. Managers will be evaluated on their compliance with the agency's AA objectives by rating them on their annual performance evaluation.
5. The Director will encourage managers to use interns when they have specific projects that fit within an intern's timeframe. Using interns, especially those from protected classes, will bring a fresh perspective to the way we conduct business at the Board.

B. Strategies and Timeline for Achieving Agency Goals

Fall 2018

The Director will present the Affirmative Action Plan to all employees during a normally scheduled staff meeting and to all Board Members.

Winter 2018-19

The HR Manager will become involved with various cultural organizations in the state and community. Being part of organizations will provide our agency with contacts and information to help us on our culturally competent journey. We are offering second language choices on our web site. We will request our employee's assistance in identifying ways we can make our organization more welcoming and meet the goals of our AA plan.

Spring 2019

The HR Manager will update the Director and managers on OMB's affirmative action and recruitment statistics. Discuss ways of increasing our diversity and using this plan as our guideline. The HR Manager will also request project information from managers that may support at least one intern.

Winter 2019-20

The HR Manager will identify a trainer that will conduct all-employee training on a suitable diversity topic, in collaboration with the Executive Director and informed by staff feedback. Request our employees' assistance in identifying ways we can make our organization more welcoming and meet the goals of this plan. Sources for training can be found through the Governor's Affirmative Action Office, professional organizations, and other providers in the Portland area.

Spring 2020

The HR Manager will update the Director and managers on OMB's affirmative action and recruitment statistics. Discuss ways of increasing our diversity and using this plan as our guideline. The HR Manager will also request project information from managers that will support at least one intern.

Winter 2020-21

The HR Manager will identify a trainer that will conduct all-employee training on another suitable topic. Request our employee's assistance in identifying ways we can make our organization more welcoming and meet the goals of this plan.

Ongoing

The HR Manager will post recruitments on a wide variety of diversity websites, attend job fairs and actively search for minority and disabled applicants using the AA Plan as a guide, and all managers will support the growth of current employees. Continually monitor the welcoming environment of this organization.

All staff will continue to identify career development, cross-training, mentorship, temporary and rotation opportunities that will provide advancement in support of the Board's Business Continuity and Affirmative Action Plans. Listen and take action on our employee's feedback for creating a more welcoming environment. Continue to keep cultural diversity in the forefront of all employees by sending out information sent to us by the Governor's Affirmative Action Office and showing management's commitment to cultural diversity by being an example of respect and inclusion.

VI. APPENDIX A – STATE POLICY DOCUMENTATION

(note: available as single PDF; http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf)

A. **ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)**

B. **Discrimination and Harassment Free Workplace - (Statewide Policy No.50.010.01)**

C. **Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)**

D. **Veterans Preference in Employment (105-040-0015)**

E. **Equal Opportunity and Affirmative Action Rule (105-040-0001)**

F. **Executive Order 17-11**

VII. APPENDIX B – FEDERAL DOCUMENTATION

(note: available as single PDF;
http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf)

A. **Age Discrimination in Employment Act of 1967 (ADEA)**

B. **Disability Discrimination Title I of the Americans with Disability Act of 1990**

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

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

E. **National Origin Discrimination Title VII of the Civil Rights Act of 1964**

F. **Pregnancy Discrimination Title VII of the Civil Rights Act of 1964**

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

H. **Religious Discrimination Title VII of the Civil Rights Act of 1964**

I. **Retaliation Title VII of the Civil Agency Affirmative Action Policy**

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

K. **Sexual Harassment Title VII of the Civil Rights Act of 1964**

VIII. APPENDIX C - AGENCY DOCUMENTATION IN SUPPORT OF ITS AFFIRMATIVE ACTION PLAN

To include but not limited to internal policies and procedures for implementation of Affirmative Action Plan goals, particularly around recruitment, retention, and development/advancement.

Oregon Medical Board
POLICY

TITLE/SUBJECT:	Employee Development
NUMBER:	**847-201-004**
SUPERSEDES:	n/a
REFERENCE:	State Policy 50.045.01 SEIU/OPEU Article 121.5O, W Oregon Accounting Manual 50.10.00.PO Internal Revenue Code Section 127
APPLICATION:	All OMB Employees
INTERPRETATION RESPONSIBILITY:	Business and HR Managers
EFFECTIVE DATE:	**June 1, 2008**
REVISED:	**May 1, 2014**

POLICY APPROVED BY: _____
Kathleen Haley, Executive Director

PURPOSE/POLICY: Provide resources and learning opportunities for Oregon Medical Board employees to perform the duties of their current positions and to encourage their career development in state service. It is the goal of the Oregon Medical Board to provide all employees with the job required and/or job related training related to work skills and knowledge to ensure efficient and effective operations.

DEFINITIONS:

Training related to work skills – includes formal instruction that relates to an employee's competence to perform their specific job, an employee's work environment, or an employee's state government career. It may also include both in-agency and cross-agency job rotations and developmental assignments.

Job *required* training – provides knowledge or skills specific to an employee's current job. It is needed for the successful performance of that job. Examples include technical knowledge, use of equipment, software applications, organizational skills and interpersonal skills.

Job *related* training – provides knowledge or skills an employee needs to meet agency or state performance expectations. Examples include understanding the agency or state mission and values, policies and procedures, customer service standards, safe work practices, valuing diversity and preventing harassment.
Approved job required and job related training shall be conducted without loss of pay to the employee and the employee shall be paid for the time as time worked. The agency may pay the costs associated with approved job required and job

related training subject to business and budget restrictions. In the case of Educational Assistance (i.e., college classes) these must be taken on the employee's own time, not work time.

RESPONSIBILITIES:

Manager

1. Assess the training needs of their employees on an on-going basis.
2. Develop and implement individual employee development plans as needed that enable employees to successfully perform their jobs and contribute to the achievement of the Board's mission and goals.
3. Encourage employees to research training opportunities for consideration.
4. Evaluate training requests for job relevance, business necessity and budgetary constraints on a case by case basis, and approve or disapprove in a timely manner.

HR Manager

1. Schedule and provide agency-wide training programs that meet common needs such as cultural competency, policy trainings, etc.
2. Provide communication about internal and external training programs, services, resources and opportunities.
3. Track in-agency training completed by employees.

Employees

1. Identify and research training opportunities. Share information with manager.
2. If training opportunity is approved, complete and submit a Career Development Request form, which can be found on the OMB website under Forms, Policies and Procedures page, General Forms and Information.
3. Attend the training, and apply and share new skills where appropriate.

EDUCATIONAL ASSISTANCE PROGRAM:

Employees of the Board may request reimbursement for pre-approved undergraduate or graduate-level educational expenses. The classes must be work skill related and further the employee's career development in state service. Classes must be taken on the employees own time, not work time. Reimbursements may be made for tuition, books, supplies or other equipment necessary for class. Tools, or supplies which an employee may keep after the course is completed, are not reimbursable. Reimbursements will be made on a case-by-case basis and are subject to business and budget restrictions.

RESPONSIBILITIES:

Employee

1. Submit a formal request to your manager for educational assistance before registering.
2. Detail why the class or classes are job-related and how they will further your career in state government.
3. Attach to your request a syllabus of the course(s), the fee(s) documentation, and an approximate cost of supplies (if any are required).

Manager

1. Review request with the Executive Director.
2. If it is in the best interest of the Oregon Medical Board (based on operating requirements and budgetary constraints) to approve the request, note "approved" on the cover memo and return a copy to the employee.
3. Keep the original documentation.
4. If not approved, note reason on the cover letter and return the request to the employee. Keep a copy for your records.

Employee

1. At the conclusion of your class, submit to your manager:
   a. A memo requesting reimbursement;
   b. A copy of the pre-approved cover letter;
   c. A copy of your tuition and/or supplies receipt(s); and
   d. Proof that you satisfactorily completed the class or classes with a passing letter grade of at least a "C" or a "Pass" score.

Manager

1. Review and approve expenditure(s).
2. Submit paperwork to the Accounting Manager.
3. Inform employee of reimbursement status.

Accounting Manager

1. Determine taxability of the reimbursement and inform employee of the tax impact (if any). Generally, an educational reimbursement is <u>not</u> reported as taxable income <u>if</u> the following conditions are met:
   a. The employee does not need the class to meet the minimum requirements of the position;
   b. The class is directly related to the employee's current or next likely position with the state; <u>and</u>
   c. The class will maintain or improve the employee's skills in their current job.
2. Submit packet to Payroll Clerk.

Payroll Clerk

1. Process reimbursement through the Oregon State Payroll Application system.

Oregon Medical Board
PROCEDURES

TITLE/SUBJECT: Reasonable Accommodation Procedures
NUMBER: **847-201-003**
SUPERSEDES: n/a
REFERENCE: Statewide Policy 50.020.10
APPLICATION: All persons with disabilities including job applicants and current employees.
INTERPRETATION RESPONSIBILITY: Business and HR Managers
EFFECTIVE DATE: June 1, 2008
REVISED: June 5, 2017

Procedures for Reasonable Accommodation Requests:

Applicants for Employment:

Step 1	Manager	Identifies the essential functions of the position on the position description, particularly those requiring physical requirements. Some tools to use when establishing essential functions are: a. written job descriptions b. the amount of time spent on the function c. consequences of not performing the function d. work experience of past incumbents or incumbents in similar jobs.
Step 2	HR Section	Develops recruitment announcements, which include an offer to provide reasonable accommodation to applicants, upon their request, who need assistance to participate in the application and/or selection process.
Step 3	Applicant	Follows the application procedure described on the job announcement, meets the qualifications for the job with or without accommodation, and qualifies by examination by the same criteria as a non-disabled applicant. Submits oral or written request for accommodation to Human Resources in order to participate in the interview or examination, if necessary.
Step 4	Manager	Interviews applicants. During the interview process, the interviewers may NOT inquire about the existence, nature, or severity of a disability. If a current employee is an applicant for a position, the employee is treated like an outside applicant for the job. A current supervisor who has confidential medical information about the employee should not disclose that information to the person conducting interviews for the new job or to the new supervisor. Ascertains if the applicant is qualified to perform the essential functions of the job with or without reasonable accommodation. After hiring, you may ask the employee if they can evacuate the building safely.

Current Employees:

Step 1	Manager	Identifies the essential functions of the position on each employee's position description.
Step 2	Employee	Identifies the limitations imposed by the disability which prevents or impedes the employee's ability to perform an essential function of their position without accommodation, and submits a request for specific accommodation to Human Resources or their manager. The individual may use "plain English" and need not mention the Americans with Disabilities Act (ADA) or use phrases like "with reasonable accommodation" in their request.
Step 3	Manager	Notifies the ADA Coordinator of employee's request for reasonable accommodation.
Step 4	ADA Coordinator/ HR Manager	Ensures the employee is qualified to perform the essential functions of the job with or without reasonable accommodations. To determine whether or not the person has a disability that qualifies under the ADA and the Americans with Disabilities Act Amendments Act (ADAAA), the ADA Coordinator coordinates an interactive dialogue with the employee, their supervisor, and other accommodation specialists as necessary.

		In certain circumstances, a conversation with the employee's health care provider or medical documentation may be needed for final determination. The request for documentation must be job-related and consistent with business necessity (i.e., if an employee's ability to do the essential job functions will be impaired by a medical condition or an employee will pose a direct threat due to a medical condition). If there is an out-of-pocket expense for obtaining this documentation, it will be at the employer's expense. In cases where this documentation is required, the employee will need to provide a signed Authorization to Release Protected Health Information (Attachment A.) If an individual has more than one disability, OMB will request information pertaining only to the disability that requires a reasonable accommodation. A second professional opinion at the Board's expense may be required to determine an employee's disability or options for accommodation. Professionals may include doctors, licensed physician's assistants, psychologists, nurses, occupational therapists, physical therapists, speech therapists, vocational rehabilitation specialists or licensed mental health professionals. After determination that the employee is a qualified individual with a disability, the employee, manager and ADA Coordinator will begin a collaborative process to explore potential accommodations that would mitigate the limitations.
Step 5	ADA Coordinator/ HR Manager with Direct Supervisor	Performs job analysis and evaluates employee-submitted recommendations based on the following factors: a. Essential functions of the job b. Classification and compensation implications c. Collective bargaining provisions and/or ADA statutes d. Reasonable accommodation alternatives e. Whether the accommodation and/or alternatives shall enable the individual to perform the essential functions of the job. f. Effect of the accommodation on Agency operations, the ability of other employees to perform their duties, and the Agency's ability to fairly and effectively meet its business objectives. g. Nature and cost of accommodation(s), availability of financial resources, and availability of outside funding Some common areas for reasonable accommodation are: a. facilities readily accessible and usable b. acquisition of modified equipment or assistive devices c. modified work schedule d. adjustment of tests, policies or training e. negotiated variances in the collective bargaining agreement, or provision of readers or interpreters f. job restructuring (except essential functions) The Board may consider reassignment to a funded, vacant position as a possible accommodation, if other valid alternatives are not available. However, the Board is not required to create a new position. Employees cannot employ "bumping rights" to an occupied position as an accommodation for a disability. Makes decision regarding the accommodations that will be made.
Step 6	ADA Coordinator/ HR Manager	Notifies the employee requesting the accommodation of the Agency's determination and specific accommodations it proposes to make if accommodations are feasible. Documents all actions taken by the agency and ensures agency-wide consistency in approach to approving or denying accommodation requests.
Step 7	Employee	Notifies the ADA Coordinator if the accommodation is or is not acceptable.
Step 8	ADA Coordinator/ HR Manager	Coordinates with the parties involved to ensure the accommodations are implemented.
Step 9	Employee	If the employee rejects the accommodation(s) offered, has no reasonable alternatives, and cannot perform the essential functions of the job as a result of the rejection, then s/he will not

		be considered a qualified individual for that position. The agency will then take appropriate steps, up to and including termination from the position.

CONFIDENTIALITY:

Information obtained during the reasonable accommodation process regarding the medical condition or history of the applicant/employee shall be held confidential as medical records, with these exceptions:

- Managers and supervisors may be informed regarding necessary accommodations.
- First aid and safety personnel may be informed, where appropriate, if the impairment might require emergency treatment, or if accommodations need to be made for the safe evacuation of the building.
- Government officials investigating compliance with Section 504 of the Rehabilitation Act, or the Americans with Disabilities Act, shall be provided relevant information upon request. To ensure confidentiality, all information concerning applicants/employees will be maintained by the HR Section in confidential files separate from their personnel file.

APPEAL PROCEDURES:

Any employee or applicant who believes they have been discriminated against because the Oregon Medical Board failed to provide reasonable accommodation may file a complaint with the Agency Director, the Business or HR Manager (ADA Coordinator), or a supervisor. All reported incidents will be investigated promptly, thoroughly, impartially, and discreetly, to the extent possible. The investigator will notify the complainant in writing of the results of the investigation.

Formal appeals/complaints may also be filed with the Governor's Office of Diversity, Equity and Inclusion/Affirmative Action; the Bureau of Labor and Industries; the Equal Employment Opportunity Commission; or the United States Department of Labor, Office of Civil Rights.

ADA RESOURCES:

Contact the ADA Coordinator/HR Manager for current resources.

Authorization for Release of Protected Health Information

In order to assist with my request for reasonable accommodations under the Americans with Disabilities Act, I hereby authorize _____ [provider's name] to use and disclose a copy of the specific health information regarding _____ [health condition] to:

Oregon Medical Board
Attn: Human Resources
1500 SW 1st Avenue, Suite 620
Portland, OR 97201

Patient's (Employee's) Name: _____

Date of Birth: ____/____/____

If the information to be disclosed contains any of the types of records or information listed below, additional laws relating to the use and disclosure of the information may apply. I understand and agree that this information will be disclosed if I place my initials in the applicable space next to the type of information.

_____ HIV/AIDS-related records*
_____ Mental health information*
_____ Genetic testing information*

Drug/alcohol diagnosis, treatment or referral information:**

_____

This authorization is limited to the following treatment:**

_____

This authorization is limited to the following time period:**

_____

This authorization is limited to a workers' compensation claim for injuries of _____ (date):

_____

* Must be initialed to be included in other documents.

** Federal Regulation, 12CFR Part 2, requires a description of how much and what kind of information is to be disclosed.

I understand that the information used or disclosed pursuant to this authorization may be subject to re-disclosure and no longer be protected under federal law. However, I also understand that federal or state law may restrict re-disclosure of HIV/AIDS information, mental health information, genetic testing information and drug/alcohol diagnosis, and treatment or referral information.

You may revoke this authorization in writing at any time. If you revoke your authorization, the information described above may no longer be used or disclosed for the purpose described in this written authorization. The only exception is when a covered entity has taken action in reliance on the authorization or the authorization was obtained as a condition of obtaining insurance coverage.

To revoke this authorization, please send a written statement to the Oregon Medical Board at the address above.

SIGNATURE

I have read this authorization and I understand it. Unless revoked in writing, this authorization expires on this date: _____.

_____
Signature

_____
Date

Health Care Provider

Name:

Address:

Phone Number:

Oregon Medical Board
PROCEDURES

TITLE/SUBJECT: Professional & Harassment-Free Workplace Procedures

NUMBER: 847-201-006

SUPERSEDES: n/a

REFERENCE: Statewide Policy 50.010.01, Discrimination & Harassment-Free Workplace
Statewide Policy 50.010.03, Maintaining a Professional Workplace

APPLICATION: All OMB Employees

INTERPRETATION RESPONSIBILITY: Business and HR Managers

EFFECTIVE DATE: June 1, 2008

REVISED: May 1, 2014

Procedures for implementing statewide policies on maintaining a professional, discrimination and harassment-free workplace:

Current Employees:

Ongoing	HR Manager	Ensure all employees receive, read and understand the two policies referred to in this procedure. Ensure the employee signs an acknowledgement form which will be maintained in their personnel file.
Step 1	Employee	Reports incident(s) to his/her supervisor, any manager or the HR Manager in writing or verbally. The report must contain details such as: • Names; • Date(s) and time(s); • Witnesses; • Factual circumstances that lead you to believe the incident was harassing, discriminatory or disrespectful; and • A suggested remedy.
Step 2	Supervisor/ Manager	Immediately informs the Executive Director and the HR Manager or designee as soon as they become aware of the allegation.
Step 3	OMB/HR Managers	Jointly determines what action shall be taken. It may include, but is not limited to: • Investigating the complaint; • Informing the alleged harasser about the complaint; • Determining whether the alleged conduct occurred, whether it was a violation of policy, and the appropriate type and level of corrective action, if any; • Implementing corrective action pursuant to the collective bargaining agreement and/or state policy as appropriate; and • Responding to complainant and alleged harasser in writing.

IX. APPENDIX D – ADDITIONAL FEDERAL DOCUMENTATION

A. **OMB Federal Reporting Requirements** (We do not have any Federal Reporting Requirements)

B. **Executive Order 11246 (OFCCP regulations)**