AFFIRMATIVE ACTION PLAN
July 1, 2019 - June 30, 2021

Oregon Parks and Recreation Department
Lisa Sumption | Director
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Salem, OR 97301
503.986.0718
September 2018

Oregon Parks and Recreation Department (OPRD) strives to develop and maintain a workforce, which is representative of the people of the State of Oregon, by offering employees and job applicants fair and equal opportunities for employment and advancement.

We are committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability.

It is also our policy to provide an environment for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation, on account of an individual’s race, color, religion, gender, sexual orientation, national origin, age or disability.

Our commitment toward affirmative action and diversity and inclusion in the workplace is realized through a variety of programs and measures. To accomplish this, the department prepares and adopts an agency Affirmative Action Plan meeting the requirements of the Governor’s Affirmative Action Office.

We, the undersigned, reaffirm our collective commitment and hold all managers and employees accountable to carry out the tenors of this Affirmative Action Plan.

Lisa Sumption
Director

MG Devereux
Deputy Director

Curran Chrissy
Deputy State Historic Preservation Officer

Callin O’Brien-Feeney
Office of Outdoor Recreation Director

Scott Nebeker
Park Development & Renewal Services Administrator

Tracy Louden
Business & Technology Solutions Administrator

Dennis Comfort
Coast Region Manager

Vacant
Valley Region Manager

Daniel Killam
Human Resource Director

Chris Havel
Associate Director

Chas Van Genderen
Program Development Director

Jerry Winegar
Mountain Region Manager
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(ORS 659A.015)Agency total contract budget (dollars)
  • Agency total contract budget (dollars)
  • Total number of contracts
  • Total number of contracts with COBID firms
  • Total number of dollars spent on COBID contracts

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SECTION I
Agency Description
A. OPRD Mission and Objectives

MISSION
To provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

VISION
Oregon Parks and Recreation Department takes the long view to protect Oregon’s special places and provide the greatest experience while creating stable future funding.

AGENCY STRUCTURE
The department operates Oregon’s state parks through a headquarters staff in Salem and three field regions. It is also responsible for the Office of Outdoor Recreation, the State Historic Preservation Office, Oregon’s Recreation Trails, the Ocean Shores Recreation Area, Scenic Waterways and the Willamette River Greenway.

The department was created as a branch of the Highway Department in 1921. The 1989 Legislature created a separate Parks and Recreation Department, effective in 1990. Oregon’s state parks are among the most popular in the U.S. Their combined annual day-use and camping attendance of more than 54 million visitors consistently ranks the system among the ten most visited in the nation. With more than 51 million day-use visitors each year, the agency ranks third in the nation for day use and seventh in the nation for overnight camping.

The Oregon Parks and Recreation Department is divided into three main areas: Field Operations, Heritage Programs and Support Services.

► Field Operations comprises the Coast Region, Valleys Region and Mountain Region, which are collaboratively responsible for the on-the-ground operation and natural resource management of over 241 recreational properties, including 52 parks that offer overnight accommodations.

► Heritage Programs is responsible for the management of all federal and state heritage programs. Through its boards and commissions, the Division coordinates programs that advocate for historic cemetery conservation; advises on historic preservation policy; designates historic properties; provides grants to heritage programs; issue grants to museums and historical societies; and implements the Oregon Historic Trails Plan.

► Support Services comprises the following departments: Finance, Information Technology, Grants and Programs, Park Development and Renewal, Safety and Risk, Human Resources, Communications, and Legislation and Policy. Collaboratively, support services provide administrative, marketing, legislative, legal, compliance and park edification services for the agency.
FUNDING STRUCTURE

Department activities are funded primarily by state park user fees, Oregon Lottery dollars, and recreation vehicle license fees.

OPRD’s 2019-2021 budget is derived from revenue in the amount of *$314,683,823 million. This funding comes from the following sources:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td>79,965,618</td>
<td>25.42%</td>
</tr>
<tr>
<td>General Fund</td>
<td>273,580</td>
<td>0.09%</td>
</tr>
<tr>
<td>Lottery (Measure 76)</td>
<td>105,748,566</td>
<td>33.60%</td>
</tr>
<tr>
<td>Lottery (non M76)</td>
<td>2,374,100</td>
<td>0.75%</td>
</tr>
<tr>
<td>Park User Fees</td>
<td>56,286,736</td>
<td>17.89%</td>
</tr>
<tr>
<td>RV Registrations</td>
<td>19,555,118</td>
<td>6.21%</td>
</tr>
<tr>
<td>ATV</td>
<td>11,312,051</td>
<td>3.59%</td>
</tr>
<tr>
<td>Trust/Dedicated</td>
<td>6,360,173</td>
<td>2.02%</td>
</tr>
<tr>
<td>Other Agencies</td>
<td>5,761,417</td>
<td>1.83%</td>
</tr>
<tr>
<td>Misc Other</td>
<td>10,318,768</td>
<td>3.28%</td>
</tr>
<tr>
<td>Federal</td>
<td>16,727,696</td>
<td>5.32%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>314,683,823</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

* Includes ODOT transfers for roads, rest areas and salmon plate proceeds; Oregon Marine Board grants; timber sales; interest income and sales income (firewood, ice etc.); and miscellaneous use permit sales and other income.
GOALS

The state park system is fast approaching its centennial in 2022. Important dates are an opportunity to examine all of the programs and services we provide and set goals for the next hundred years. As the agency hits the century mark, the department will focus on the basics of what makes Oregon State Parks great. Between now and 2022, we will focus on:

► **Protecting special places.** The state park system contains the most iconic and popular places in Oregon. OPRD is Oregon’s leading advocate for protecting special places.

► **Providing great experiences.** A place — be it a park, an historic property, or an archaeological site — is meaningless unless it fulfills some deeper human need. The experience is the thing, whether it’s time spent with family and friends, a genuine connection to Oregon’s natural and social features, or the personal enrichment that comes from outdoor recreation and interpretation.

► **Taking the long view.** When we build and maintain parks, heritage areas, and facilities, we must work to fulfill current and projected needs while sustaining the long-term health of the entire park system. This means using environmentally sound and culturally sensitive construction methods, building facilities with future costs in mind, and creating strong partnerships to accomplish more together.

Together, these goals define the agency mission. These goals can only be realized when active, creative staff work in cooperation with partners, volunteers, and the people the agency serves.
INITIATIVES
To achieve these broad goals, OPRD is focused on four primary initiatives:

1. **Be ready to welcome ALL visitors.** Much of the park system was designed and built for needs in the 1950s-60s. While state park planners and frontline staff have adapted to population changes, more work is needed to ensure parks and heritage programs are open and welcoming. The goal of this initiative is that ALL visitors and staff feel welcome, safe and respected. To this end, OPRD developed an Inclusion Committee in 2015 to strengthen relationships with each other and with customers, volunteers and partners. Additionally, OPRD is committed to strategic outreach to gain insights into how diverse groups of stakeholders experience state parks and areas were OPRD can improve service.

2. **Deliver world class services.** Providing a great experience directly relates to the services and amenities available at state parks. To create the best experience possible, OPRD is evaluating all facets of our facilities, services and partnerships. This means examining how we prioritize facility maintenance and replacement within a limited budget. It means making sure our technology is not only secure, but also aligns with programs and on-the-ground needs. It also means partnering with private businesses and non-profit agencies to broaden the traditional suite of recreational services available at parks. Some pilot projects already underway include bungee jumping, and paragliding. OPRD is currently exploring other possibilities.

3. **Invest in developing OPRD’s future leaders.** Well trained, dedicated employees are key to the agency’s success for the next 100 years and beyond. With more than a third of staff eligible to retire in 2018, OPRD is committed to developing leaders within the agency. This requires planning how to transfer knowledge from retiring, long-time staff to the next generation of leaders. It also requires examining recruitment and training process to identify barriers to recruiting and retaining employees that reflect the demographics of state park visitors.

4. **Celebrate heritage.** By developing and sharing the stories of Oregon’s past, including those lesser-known stories, OPRD can provide a richer picture of a place or time. These stories are essential in forging a deeper connection between Oregonians and their state parks. OPRD’s State Historic Preservation Office remains committed to protecting the state’s historic and cultural resources. The SHPO administers grants and provides support to help Oregon communities revitalize the special places that Oregonians treasure.
B. Agency Director

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503-986-0718

C. Governor’s Policy Advisor

Jason Miuer  
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Salem, OR 97301  
503-373-1680

D. Affirmative Action Officer

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Salem, OR 97301  
503-986-0720

Affirmative Action Representative  
Aru Sanchez, HR Analyst  
725 Summer Street NE, Suite C  
Salem, OR 97301  
503-986-0653

E. Staff with working titles that include: Diversity, Equity, Inclusion, Access.

None.
Note: *Red text = Out on Rotation/Developmental
Staffing
As of June 30, 2018, OPRD employed 778 employees comprising 403 permanent, 372 seasonal and three limited duration employees.

778 Total OPRD Employees | 06.30.2018

- 21% Service maintenance worker
- 20% Professionals
- 48% Service maintenance worker - seasonal
- 7% Administrative support
- 2% Technicians
- 2% Official/administrator
SECTION II
Affirmative Action Plan
A. Agency Affirmative Action Policy and Diversity & Inclusion Statements

AFFIRMATIVE ACTION POLICY STATEMENT
OPRD has an ongoing commitment to ensure each job applicant shall be selected solely on the basis of qualification, merit, and professional abilities and each employee will enjoy a diverse workforce, a professional work environment, and an agency comprised of people who understand and appreciate their work.

We are committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability.

It is also our policy to provide an environment for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation, on account of an individual’s race, color, religion, gender, sexual orientation, national origin, age or disability.

DIVERSITY AND INCLUSION STATEMENT
The Oregon Parks and Recreation Department recognizes the value and importance of actively supporting and promoting a welcoming, diverse and inclusive work environment and recreational park system to achieve its mission. The Oregon Parks and Recreation Department demonstrates its commitment to diversity and inclusion by acknowledging, appreciating and respecting the differences and similarities we recognize in each other.

B. Agency Affirmative Action and Equal Employment Opportunity Policy
OPRD exercises its commitment to Affirmative Action and Equal Employment Opportunity through the implementation of the following policy

<table>
<thead>
<tr>
<th>OREGON PARKS &amp; RECREATION DEPARTMENT</th>
<th>POLICY STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUMBER 30 – 27</td>
<td>Supersedes 30 –19</td>
</tr>
<tr>
<td>EFFECTIVE DATE</td>
<td>November 26, 2008</td>
</tr>
<tr>
<td>APPROVED Signature on File</td>
<td>AUTHORITY</td>
</tr>
<tr>
<td>SUBJECT</td>
<td>DISTRIBUTION</td>
</tr>
<tr>
<td>Affirmative Action and Equal Employment Opportunity</td>
<td>All Employees</td>
</tr>
</tbody>
</table>
PURPOSE
Oregon Parks and Recreation Department (OPRD) complies with the various laws and regulations related to Affirmative Action and Equal Employment Opportunity. OPRD has an ongoing commitment to ensure each job applicant shall be selected solely on the basis of qualification, merit, and professional abilities and each employee will enjoy a diverse workforce, a professional work environment, and an agency comprised of people who understand and appreciate their work.

POLICY
As an equal opportunity employer, OPRD prohibits discriminatory treatment of job applicants, employees, contractors and contractor employees, as well as any person who is a current or potential user of OPRD services, on the basis of an actual or perceived “protected characteristic.” For the purpose of this policy a “protected characteristic” is race, color, gender, gender identity, national origin, age (18 or over), marriage, veteran status, sexual orientation, religion, being a victim of violence, or a physical or mental disability.

PROHIBITED CONDUCT
This policy protects individuals from conduct based on one’s protected characteristics. Accordingly, OPRD will publicize and adhere to the State of Oregon policy 50.010.01 Discrimination and Harassment-Free Workplace.

APPLICABILITY
All personnel decisions, including—but not limited to—hiring, promotion, compensation, benefits, transfers, or layoffs will be administered without regard to one’s protected characteristic. This includes all job applicants, current employees, and contractors. (Note: Contractors are not subject to ORS 240, but must comply with all federal and state laws.)

All OPRD employees and contractors have a shared responsibility to be respectful of co-workers, contractors, customers, and members of the public with regard to actual or perceive protected characteristics.

GENERAL IMPLEMENTATION
OPRD is committed to affirmative action and to providing a workplace where all employees recognize, respect, and benefit from a diverse workforce. As part of this commitment, every effort will be made to reach out to the broadest possible labor market with aggressive recruitment programs. OPRD will ensure employment decisions—including recruitment, hiring, training, promotion, transfer, demotion, and termination—will be based on business needs and an individual’s merit, ability and potential without regard to protected characteristics.

OPRD creates, maintains, and implements an Affirmative Action Plan that outlines its goals, activities, and responsibilities. The plan is available to managers and employees for reference and review. Managers are expected to participate, and to encourage
others to participate, in the agency’s activities designed to promote affirmative action and equal opportunity. As part of their annual performance evaluation, each manager or supervisor shall be evaluated on their effectiveness in promoting a workplace that values diversity and OPRD’s affirmative action and equal opportunity goals and objectives. Human Resources staff will be evaluated pursuant to their performance on this policy.

New employees will be informed of this policy during new employee orientation. Employees shall receive this policy and updates and be trained on its requirements as necessary. This policy shall be posted on the OPRD website in proximity to job announcements and solicitations for contract work. This existence and applicability of the policy shall be referenced in OPRD job solicitations and in contracting requests. Contract language shall include appropriate equal opportunity and affirmative action clauses so as to make these integral elements of a contractor’s agreement with OPRD.

**REPORTING AND RESOLVING VIOLATIONS**

An individual who believes this policy has been violated, based on actual or perceived information, may report the incident either orally or in writing to a member of management, Human Resources staff or Affirmative Action Representative. When the complaint is taken orally, the manager, Human Resources staff person or Affirmative Action Representative shall document the complaint. It is the policy of OPRD to follow the DAS policy regarding reporting and resolving complaint processes. (50.020.10; 50.010.01; 50.010.03)

There may be discipline administered if it is found an employee knowingly made a false accusation of discrimination or knowingly provided false information in the course of an investigation. A complaint made in good faith, even if found to be unsubstantiated, will not be considered a false accusation.

All OPRD employees are expected to cooperate with investigations by the Human Resources office into complaints pursuant to this policy. Failure to cooperate may result in disciplinary action.

Any person found to have engaged in prohibited conduct or otherwise to have violated this policy may be subject to discipline up to and including dismissal. In addition to implementing disciplinary action, the Human Resources office may recommend further steps necessary to address the impact of the violation of this policy may have had on the complainant or OPRD.

**CONCLUSION**

OPRD values equality of opportunity, human dignity, and racial/ethnic and cultural diversity. OPRD managers and employees shall be responsible for creating and promoting a work environment that is free from any kind of unwelcome, unwanted, or offensive behavior. OPRD does not tolerate any form of discrimination or harassing behaviors based on a protected characteristic. OPRD will continue to take affirmative action to support and advance these values.
C. Employment

OPRD implements equity in the following areas:

i. Hiring

OPRD promotes its vacancies on the State of Oregon’s job website, OPRD’s website, and on numerous other employment websites including LinkedIn, Glassdoor, GovernmentJobs, and Indeed. We advertise on outdoor recreation websites such as the Oregon Recreation and Park Association and the National Recreation and Park Association. Positions requiring even more exposure are posted on OPRD’s social media accounts. Our employees also conduct public outreach throughout the state working with community agencies, volunteer groups, high schools, colleges/universities, community halls, clubs and various organizations. Our employees interact with the public daily and routinely answer questions regarding employment.

In an effort to be more inclusive and have larger, more diversified pools, OPRD posts almost every vacancy as Open Competitive. In addition, OPRD discontinued the practice of verifying the minimum qualifications of applicants; rather, applicants self-certify whether or not they meet the minimum qualifications in NeoGov, the State’s employment application system. This allows some applicants to remain in the pool who may have otherwise been disqualified.

The agency developed screening and interview tools that focus on the assessment of the applicant’s knowledge, skills, abilities and experience in comparison with the desired attributes. To this end, OPRD moved away from forced ranking in 2018 and developed a piling system that ranks candidates on a scale of how well their skills match the desired attributes. Comparing each candidate to the position, not other candidates, allows for a more consistent and unbiased process. Veteran’s Preference is applied at every stage of the recruitment process.

In addition, the agency utilizes video interviewing technology so candidates can interview from anywhere without the expense of travelling. This allows applicants from all over the country the opportunity to interview and compete along with local candidates.

OPRD also implemented new Pay Equity procedures. Salary offers are now determined centrally in Human Resources for employees hired from outside the State of Oregon. Salary is determined by analyzing the education, experience and training of the new hire and comparing that to existing employees. Central pay equity procedures make salaries more consistent, fair and equitable for all employees.

ii. Retention

OPRD released a survey in January 2018 to all employees to collect feedback on the way the department is running the organization and overall employee satisfaction. The survey was delivered by TalentMap, a company that specializes in employee engagement measurement and benchmarking. Questions addressed agency culture, personal and organizational priorities, and areas needing improvement. All responses to the survey were completely confidential, and only aggregate results were shared with staff. The survey results and subsequent discussions with staff helped the agency Leadership Team identify strengths and areas of improvement. The Leadership Team convened workgroups to develop action plans in weak areas.

Overall, the agency received an excellent response rate of 79 percent. Responses were presented in percentages and as a mean, which reflects the average score on a scale of 1.00 (unfavorable) to 5.00 (favorable), with 3.00 as neutral. The majority of scores landed well above 3.00.
The chart below shows overall job satisfaction was positive. Of the 332 respondents, 75 percent rated their overall satisfaction with their job as favorable, 15 percent were neutral, and only 9 percent gave an unfavorable score, resulting in a mean of 3.91 in the Job Satisfaction category.

Additionally, OPRD received very positive results from respondents in the Engagement category:

Overall mean results for the other categories the survey covered were as follows:

- Compensation: 3.40
- Work Environment: 4.07
- Safety: 4.29
- Performance Feedback: 3.38
- Professional Growth: 3.86
- Work/Life Balance: 3.32
- INFORMATION & COMMUNICATION: 3.23
- Teamwork: 3.70
- Innovation: 3.69
- Customer/Visitor Focus: 3.82
- Immediate Management: 3.94
- Senior Leadership: 3.51
- Organizational Vision: 3.60
The lowest scoring area was Information and Communication. In response, the Leadership Team convened a workgroup with representation across departments to discuss internal communication challenges and potential solutions. Each member compiled the opinions and thoughts from their colleagues, keeping responses confidential. The workgroup will be present a recommendation to the Leadership Team at the next quarterly meeting scheduled for October 2018.

iii. Promotion

OPRD encourages employees to apply for promotions and professional growth opportunities such as job rotations and developmental positions. By providing job rotation opportunities, we encourage our employees to develop new skills, as well as use and enhance their existing skills in a different setting. Advancement opportunities contribute to employee satisfaction and retention while helping the agency train its future managers and leaders.

iv. Succession Planning and Talent Management

With more than a third of staff eligible to retire in 2018, OPRD is experiencing the same depletion in institutional knowledge and loss of leadership disruption as other government agencies. Understanding the importance of retaining institutional knowledge and employee engagement, OPRD is positioned to be proactive in workforce planning and talent management in order to transfer knowledge from retiring, long-time staff to the next generation of leaders. Succession planning and diversity are intertwined: a diverse workforce that reflects the communities we serve will strengthen the viability of the agency. With this in mind, OPRD is focused on the following strategies:

► Leadership/management training to ensure our current managers and aspiring managers have the tools and skills to be effective leaders of diverse teams, particularly in the area of respectful leadership professional development. OPRD encourages all levels of employees to take advantage of state-wide leadership programs, detailed in the subsequent sections of this report.

► Supporting job rotations and work-out-of-class opportunities to provide current employees the skills they need to advance in the agency.

► Recruiting statewide at community career fairs and posting openings at local businesses. Recruitment materials were updated in 2018 to show both men and women of different ages participating in a variety of jobs and interacting with a diverse group of visitors.

► Outreach and recruitment for internships and seasonal jobs at high schools and colleges to encourage younger generations to explore a career in natural resources.

► Supporting and promoting internship programs that provide students skills they need to qualify for jobs.
D. Training, Education, and Development Plan

**a. Training Overview**

A healthy and respectful work environment is essential for employee morale, retention, and productivity. As diversity increases within the workforce, so does the need for awareness and mutual respect. Workforce education is a continuous process with the threefold objective: 1) Creating a supportive internal work culture; 2) Improving underrepresented segments of the workforce; and 3) Improving customer service to our growing and diverse customer base.

OPRD recognizes the importance of training and professional development in cultivating a strong workforce. OPRD strives to ensure that all employees are afforded the opportunity for education and coaching. OPRD’s succession plan focuses on employee development, ensuring that OPRD’s employees are ready to step into different roles as those opportunities become available.

**b. Employees**

OPRD provides many in-house and external training opportunities for our employees in a variety of formats to meet the diverse needs of staff, including classroom, online, and on-the-job. Training topics cover a wide range of skills, from technical to transitional to interpersonal. Leadership development training programs are detailed in section E.

The tables in this section reflect the total training hours for employees who completed any kind of training sponsored by a state agency (the majority offered by OPRD). Tables are organized by EEO job categories for fiscal years 2016 and 2017. A fiscal year covers the period beginning July 1 through June 30 of the following year. Although we include temporary, limited duration and seasonal employees in our training programs, they are NOT included in the totals reflected in the graph. We also accept employees from other agencies into our training programs on a case-by-case basis. Report data is influenced by workforce fluctuations such as new hires, retirements, resignations, promotions. Data reflects “current date” information rather than historical counts.

### Overall Training Hours Completed by EEO Category

<table>
<thead>
<tr>
<th>EEO Category</th>
<th>FY 16</th>
<th>FY 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Official/Administrator</td>
<td>81</td>
<td>5673</td>
</tr>
<tr>
<td>Professionals</td>
<td>1280</td>
<td>3853</td>
</tr>
<tr>
<td>Technicians</td>
<td>49</td>
<td>245</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>236</td>
<td>346</td>
</tr>
<tr>
<td>Service Maintenance Worker</td>
<td>5673</td>
<td>2712</td>
</tr>
</tbody>
</table>
Respectful Workplace

This in-house training is offered in classroom and online formats. It covers expectations for each person to create and maintain a workplace based on respect. Topics include:

► Harassment free workplace
► Discrimination
► Sexual harassment
► General behaviors that could be perceived as creating a hostile work environment
► Bullying
► Retaliation

Also covered are the DAS policies on Maintaining a Professional Workplace (50-010-03) and Discrimination and Harassment Free Workplace (50-010-01), including reporting procedures and zero tolerance for retaliation. In April of 2018 (FY17), we adopted the DAS required course as our standard training for a respectful workplace.
c. Volunteers

Since 1977, volunteers have supported OPRD staff to provide outstanding customer service and to help maintain Oregon’s parks, campgrounds and historical sites. Volunteers support various locations in many different capacities, including living onsite as hosts at campgrounds and day-use parks; helping in gift shops or museums; contributing to the building and maintaining of trails and natural areas; and supporting events and educational programs. Often the most visible faces in our parks, volunteers are as responsible for creating a welcoming environment as employees. As such, it is imperative that volunteers receive the same training.

OPRD recognized the need for statewide coordination and consistency for our volunteer program, so in 2018 the agency reinstituted the statewide volunteer coordinator position after leaving it unfilled for four years. The new statewide coordinator started in August 2018. This position’s responsibilities include coordinating with regional volunteer coordinators and providing volunteers with training in inclusion, establishing a welcoming workplace and customer service.

The Statewide Volunteer Program Coordinator works closely with HR to provide a comprehensive orientation that includes reviewing the Agency’s Work Place Expectations, Discrimination and Harassment-Free Workplace, and the Affirmative Action and Equal Employment Opportunity. This position will also collaborate with the Inclusion Committee to deliver an inclusion program to volunteers in 2019 that corresponds with the training employees are receiving in 2018.

d. Contractors/Vendors

► OPRD does not currently provide any training to vendors.

The addendum that follows this page outlines all trainings/events offered throughout OPRD.
### Appendix 1. Significant Recurring Events

Significant Training Requirements and Other Events that directly contribute to the work of OPRD in the areas of D.E.I., EEO, & Affirmative Action

<table>
<thead>
<tr>
<th>TITLE</th>
<th>AUDIENCE</th>
<th>FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPRD Commission Meeting</td>
<td>OPRD Commission Director</td>
<td>Strategic planning</td>
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</tr>
<tr>
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<tr>
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<td>and management staff.</td>
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</tr>
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<td>Communication</td>
</tr>
<tr>
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<td>OPRD Management Team</td>
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<td>Oregon Diversity Conference</td>
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<td>Cultural competence</td>
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<td>Respectful Workplace</td>
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<td>Cultural competence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Communication</td>
</tr>
<tr>
<td>Generations in the Workplace</td>
<td>OPRD Staff</td>
<td>Cultural competence</td>
</tr>
<tr>
<td>Interpersonal Communication</td>
<td>OPRD Staff</td>
<td>Communication</td>
</tr>
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</table>
E. Leadership Development/Training Programs

OPRD encourages staff at all levels to participation in the following leadership programs.

**ASCENT TRANSFORMATIONAL LEADERSHIP PROGRAMS**

OPRD is part of a multi-agency coalition that co-sponsors ASCENT, an intensive nine-month leadership program for state employees that focuses on developing skills to lead self, others, teams and organizations in public, complex, and interdependent systems. With tracks for both managers and non-supervisory employees, OPRD considers ASCENT to be a core training to prepare our staff for management and leadership positions.

Additional offerings from ASCENT are:

- **Authentic Leader** – a quick dive into self-awareness and what it requires to become an authentic leader.
- **Promise of Leadership** – the beginning of the journey to self-discovery. This program provides tools and coaching to receive the gift of feedback and learn what means to begin the transformation journey.
- **Leader 2 Leader** – this series of six sessions gives leaders and managers a forum to practice using the concepts of transformational leadership.

### ASCENT Program Attendees

<table>
<thead>
<tr>
<th></th>
<th>Official/Administrator</th>
<th>Professionals</th>
<th>Technicians</th>
<th>Administrative Support</th>
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<tr>
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<td>5</td>
<td>0</td>
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</table>
**LEADERSHIP LAB**

OPRD partners with the Employment Department to provide Leadership Lab for non-supervisory staff. During the intensive four-month program, attendees perform personal assessments and practice using tools to enhance their abilities in five core leadership traits: Responsibility, Emotional Intelligence, Vision, Enabling Others, and Innovation. Over the 11 classroom days, participants work toward the following goals:

- Understand the organization’s mission, values, and leadership philosophy
- Develop self in at least one of the five core leadership traits
- Understand what makes effective teams
- Understand one’s own communication styles, strengths, and leadership characteristics
- Experience an increase in self-esteem and/or confidence
- Expand their view of leadership and practice key skills
- Understand culture and the value of cultural competence
- Establish new relationships and networks
- Set goals to apply their skills at the family, workplace, and community levels

The Employment Department added two additional opportunities in FY17: Back in the Lab and Beyond the Lab. Both are open to alumni of previous leadership programs. Back in the Lab is a review and deeper dive into key concepts from Leadership Lab, including communication, self-management, teamwork, and the five core leadership traits. Beyond the Lab offers alumni further learning focused on leading others and using their influence to impact their world. Attendance in these two programs is included in the chart below.

### Leadership Courses

<table>
<thead>
<tr>
<th>Attendance</th>
<th>Official/Administrator</th>
<th>Professionals</th>
<th>Technicians</th>
<th>Administrative Support</th>
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<td>6</td>
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<tr>
<td><strong>FY17</strong></td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>9</td>
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</table>
Additionally, managers participate in Leadership Team and HR Essentials, which provide additional leadership training.

**LEADERSHIP TEAM**

Each quarter, OPRD’s Leadership Team meets to share information, discuss agency matters and receive training. Leadership Team comprises all division and section managers, region managers, district managers, operations support managers, and HR senior staff. From June 30, 2016 to July 1, 2018, D.E.I. related topics covered ethics and conflict of interest, employee recognition, succession planning, the agency’s inclusion initiative, internal communication, employee engagement, management expectations, employee feedback, and unconscious bias. The group also covers administrative matters, such as agency budget, legislative initiatives, bargaining, agency restructure, and park operations.

In the May 2018, the Leadership Team participated in a diversity training facilitated by Figure 8 Consulting, a company that works with government agencies, non-profits, school districts, health care organizations, and other organizations. The training is designed to help colleagues understand one another better, improve relationships, and provide better service — all through the lens of culture. The training provided by Figure 8 Consulting addressed the topics of Unconscious Bias, Emotional Intelligence, and Cultural Humility.
HR ESSENTIALS

This two-day, in-house training is offered as a classroom session in each of the three regions and at headquarters. It's an opportunity for managers and HR staff to come together and discuss topics relating to personnel management, including:

- Changes or updates in regulations and processes
- Guidance for following existing processes
- Safety and Risk
- Discipline
- Recruitment
- Union Contracts language or updates
- Policy updates
- Hiring practices

2018 HR Essentials Training

<table>
<thead>
<tr>
<th>Session</th>
<th>Registered</th>
<th>Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mountain session</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Coast session</td>
<td>21</td>
<td>21</td>
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<tr>
<td>Valley session</td>
<td>20</td>
<td>20</td>
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<tr>
<td>Headquarters</td>
<td>17</td>
<td>17</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>74</strong></td>
<td><strong>71</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Gender</th>
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<tbody>
<tr>
<td>Registered</td>
<td>16</td>
<td>55</td>
</tr>
<tr>
<td>Attended</td>
<td>13</td>
<td>55</td>
</tr>
</tbody>
</table>

a. EEO data of trainees
Data currently not tracked.

b. Results of development/training program
Data currently not tracked
F. Programs

a. Internship Programs

OPRD’s field internship program aims to provide applicable job skills for students wishing to pursue a career in the parks and recreation profession. We advertise at West Coast high schools, community colleges and colleges with natural resource/resource management programs. We also look for opportunities to reach historically underrepresented populations.

The program exposes students to the natural resource profession in hopes of creating a more diverse and qualified applicant pool. This effort is also intended to bridge the knowledge gap due to widespread retirements and allow applicants to gain experience in a highly competitive field. To this end, the program under-fills existing Park Ranger Assistant positions.

OPRD’s quality assurance internship program recruits graduate students, primarily from the MBA program at Willamette University. Participants receive graduate credit for their work on internal audits that use the Institute of Internal Auditors’ standards — the same standards used in the private sector internationally.

In addition, we are exploring a partnership with Oregon State University for future internship opportunities.

b. Mentorship Program

Not Applicable. The department does not currently have a formal mentorship program. Efforts are currently underway to develop and formalize a mentoring model.

c. Diversity Awareness Programs

OPRD’s Lisa Director Sumption is a state and national leader in the inclusion arena. She leads a new Inclusion committee through the National Association of State Park Directors, and she also participates in statewide and national panel discussions related to equity and inclusion.

Sumption has set a clear expectation that OPRD managers must be committed to the agency’s inclusion efforts and encouraging employees to seek out and participate in diversity training and activities.

i. Inclusion Committee

In 2015, Director Sumption convened a statewide Inclusion Committee tasked with looking for opportunities to foster a culture that is welcoming to all; relevant to current and future park users; and committed to forging a lasting connection between people and Oregon’s special places. The committee’s 11 members rotate biannually and represent a cross-section of departments and regions across the state.

Specifically, the committee works to:

► Support OPRD management in accomplishing agency inclusion and equity efforts.
► Review policies and procedures and evaluate opportunities to improve equity.
► Compile and share data, research and ideas.
► Identify gaps in training and training opportunities.
► Gather and sharing the agencies’ inclusion success stories.
► Encourage dialogue about inclusion topics.
► Promote and participate in the annual statewide Diversity Conference.
► Serve as an active resource for management and staff.
► Engage with community partners.
In 2018, the Inclusion Committee rolled out the Ambassador Program, in which **Inclusion Ambassadors** from around the state facilitate conversations with their colleagues related to diversity and inclusion. The goals are twofold: to create opportunities for collaborative conversations that allow staff to learn from each other’s experiences and perspectives, and to discuss innovative solutions to current issues related to our diverse customer base. Ambassadors will aim to facilitate several conversations each year.

*This graphic shows how everyone in the agency has a role in making the program a success:*
ii. Employee Resource Groups/Affinity Groups and Diversity Presentations, Trainings and/or Activities

OPRD does not have any employee resource groups or affinity groups.

Recent agency-wide trainings that focus specifically on diversity have included:

► In 2017, the Inclusion Committee coordinated delivery statewide of four inclusion-related trainings: Unconscious Bias; Finding Your Why; Challenging How We See, Think and Feel; and An Introduction to Engage, Relate, and Adapt.

► In 2018, Inclusion Ambassadors are delivering trainings on topics related to the Engage, Relate, and Adapt customer service model developed by the Inclusion Committee. This is a trial year; the committee will continue to refine the program in future years, with a goal of reaching all full-time staff, seasonal staff and hosts in 2019.

OPRD also supports an inclusive culture through the following actions:

► Active participant in the statewide Diversity and Inclusion/Affirmative Action/Equal Employment Opportunity meetings.

► Implemented the Affirmative Action and Equal Employment Opportunity policy

► HR distributes information on upcoming events, presentations and trainings relating to cultural enrichment and inclusion.

► HR shares statewide resources, including resources provided by the Governor’s Affirmative Action Office.

OPRD considers the State Diversity and Inclusion Conference one of its core diversity trainings. An active co-sponsor of the annual conference with representation on the planning committee, OPRD further demonstrates commitment to this program by purchasing 40 seats for staff to attend. For the past two conferences, OPRD actively recruited new employees, employees who had not attended a conference before and employees who had not attended a conference in the past four years. In 2018, OPRD took special care to encourage managers to attend.

Topics include race, culture, gender, sexual orientation, disability/ADA, privilege, intercultural communication, religion, poverty, mental illness, ageism/generational differences, physical characteristics, veterans, unconscious bias, micro- and macro-aggressions, and stereotyping. The agency sees the conference as an opportunity for employees to broaden their awareness of these issues both in the workplace and in their communities.

### Diversity Conference Attendance

<table>
<thead>
<tr>
<th>Official/Administrator</th>
<th>Professionals</th>
<th>Technicians</th>
<th>Administrative Support</th>
<th>Service Maintenance Worker</th>
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<tbody>
<tr>
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<tr>
<td>FY17</td>
<td>2</td>
<td>11</td>
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</table>

Of the 37 participants in the 2017 Diversity Conference, 12 were Inclusion Ambassadors, and 29 were participants who had not attended the Diversity Conference before.
G. Community Engagement

OPRD aims to attract a diverse demographic to state parks that reflects the demographics of Oregon. Additionally, OPRD aims to maintain a cohesive internal community that is committed to inclusion and welcoming to all employees of any ethnicity or background.

In an effort to reach a wider external audience that includes women, people of color and people with disabilities, OPRD conducts outreach via multiple channels, including:

**Career and job fairs:** OPRD has participated in a variety of career and job fairs, including the Oregon State University Career Fair, the Western Oregon Opportunity Fair, and the OSU Natural Resources Virtual Career Fair. Additionally, our field staff participate in a variety of local community college and high school job fairs.

**Community outreach:** Specific parks also participate in outreach efforts in their local communities. Examples include, but are not limited to:

- Hosting school field trips and educational programs for youth of all ages;
- Presenting educational programs in local schools;
- Hosting campouts for at-risk youth;
- Hosting school cross country runs;
- Hosting a number of community events that celebrate history (Champoeg Founders’ Day, nature (Eagle Watch), art (Art in the Park) and more;
- Providing natural resource trainings for partner agencies and organizations;
- Creating special events in partnership with organizations that serve at-risk populations, including Outward Bound, Healthy Birth Initiative and African American Outdoor Association;
- Staffing a booth at community and cultural events, such as the Oregon State Fair, Woodburn Mexican Fiesta and Good in the Hood.
OPRD special events: OPRD delivers the following events, designed to highlight state parks and attract new visitors and underrepresented visitors.

➤ Governor’s Campout: Since 2016, OPRD in partnership with the Governor’s Office has hosted a Governor’s Campout at Willamette Mission State Park. OPRD partners with the Boys and Girls Club, Oregon Department of Fish and Wildlife, Oregon Marine Board, and Oregon Department of Forestry to provide a free, all-inclusive, activity-packed camping experience for families with little exposure to outdoor recreation. To that end, recruitment targets members of the local Boys and Girls Club, with all recruitment materials offered in English and Spanish.

➤ Let’s Go Camping: Since 1998, OPRD has hosted two-night guided camping trips at parks throughout the state. OPRD provides all camping equipment and support, for only $30 per family. The aim is to encourage first-time campers to explore a new park and give camping a try. Recruitment materials are offered in English and Spanish.

➤ State Parks Day: The first Saturday in June, all state parks offer free camping and free day-use parking as a way to thank Oregonians for supporting their state parks. Many parks also hold free events, such as barbecues, guided hikes and outdoor concerts. In 2018, OPRD added Spanish language marketing materials. The event coincides with the Oregon Department of Fish and Wildlife’s free fishing weekend.

➤ First Day Hikes: OPRD encourages the public to take a guided hike on New Year’s Day, part of a national event coordinated by America’s State Parks. Many parks throughout the state participate.

Youth Service Award: A volunteer program for youth, participants between the ages of 8 and 18 who complete 25 hours of volunteer service earn a service pin, a certificate and a letter from the director. Service projects include beach cleanups, installing bird boxes, trail repair projects, stream restoration, and much more.

Latino outreach with KUNP Univision: Since 2015, OPRD has worked with Spanish-language station KUNP-TV Univision Portland to produce short television and digital segments that highlight different parks and different types of recreation, with a goal to invite Latinos to explore the state park system. The entire collection can be viewed at bit.ly/OregonStateParksEspanol.

Focus groups: In 2018, OPRD partnered with the Center for Diversity and the Environment to conduct two focus groups to glean anecdotal information on how underserved groups prefer to recreate. One was conducted with Latino women connected with nonprofit outreach and housing organization Hacienda Community Development Corporation. The other was with pastors and members of the Russian/Ukranian Orthodox Church community in northeast Portland. Information will inform marketing and service delivery priorities.
Social media
The Oregon Parks and Recreation Department uses social media accounts to help connect people with meaningful outdoor experiences. We share statewide information, park events, heritage information and employment openings. Our social media channels include Facebook, Twitter, Instagram, Flickr and Wordpress.

Internal Community Engagement
OPRD maintains internal community engagement in diversity and inclusion topics through several channels:

► The Inclusion Committee submits articles regularly to the twice monthly agency newsletter to keep employees updated on the committee’s work.

► The committee created the Ambassador Program to bridge a connection between the committee and the rest of the agency, and to promote respectful discussion on inclusion topics.

► The committee created an internal website, oprdinclusion.wordpress.com, to present consistent information about agency inclusion efforts and as an avenue to collect and present agency stories that show inclusion in action. Two examples demonstrate that the OPRD community is embracing our new emphasis on inclusion and responsive customer service:

• Staff at Memaloose State Park found a creative way to accommodate an increasingly common request. A Latino church group wanted to hold a three-hour church service and potluck in a park that does not have a group picnic area and has limited overflow parking. The park manager was quick to find a creative solution, and allowed the group of about 35 to hold the service in the secluded back area of their sites. A seasonal ranger who is bilingual in Spanish and English was able to welcome the mostly Spanish-speaking group and accommodate the extra vehicles by allowing three vehicles in some spaces and using the overflow parking area.

• During an inclusion discussion, OPRD’s Director learned of a story that demonstrated the impact that empathy and emotional intelligence can make for a visitor. A ranger in the Cape Lookout registration booth sensed something wasn’t quite right when a visitor pulled up to the booth. Despite the long line of cars, she felt compelled to pause and ask if he needed help; she learned this visitor was a veteran with PTSD suffering from a panic attack. She asked if his family knew he was at the park, and offered to help him call home, but he declined. The next day the man found her and confided in her that he had come to the park to commit suicide, but he reconsidered the moment OPRD Ranger mentioned his family.

These are just two of many on-the-ground examples that happen every day in our parks and reflect the inclusive culture that OPRD’s Director and the inclusion committee are working to support. They are an examples of ERA — Engage, Relate, Adapt — in action.
H. Executive Order 17-11 Updates

In January 2005, Governor Ted Kulongoski issued Executive Order 05-01, relating to affirmative action. That Executive Order directs agency directors and administrators to review and discuss their affirmative action plans, initiate training on affirmative action issues, include affirmative action responsibilities in key job descriptions and conduct cultural competency assessment and training.

In October 2017, Gov. Kate Brown issued Executive Order 17-11, citing more work that needs to be completed in the area of affirmative action. This section reviews how OPRD is working toward these requirements in the areas of respectful leadership training, the exit interview process and performance evaluations for managers.

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

OPRD offers the in-house training “Respectful Workplace,” which demonstrates what is expected from each person to create and maintain a respectful workplace. Topics include harassment free workplace, discrimination, sexual harassment, bullying, retaliation and general behaviors that could be perceived as creating a hostile work environment.

Employees of OPRD are also invited and encouraged to participate in the ASCENT Program, a transformational leadership program co-sponsored by OPRD with a multi-agency coalition. ASCENT alternates between a Manager’s Leadership Program (MLP) and an Aspiring Leaders Program (ALP) each year. ASCENT serves as a fundamental offering in OPRD’s training catalog furthering the promotion of professional development in the department.
In partnership with the Employment Department, OPRD provides a leadership program called Leadership Lab. This is an intensive 4 month program in which attendees perform personal assessments and practice using tools to enhance their abilities in five core leadership traits: responsibility, emotional intelligence, vision, enabling others, and innovation.

The Inclusion Committee delivers trainings throughout the state on topics such as Unconscious Bias; Finding your Why; Challenging How We See, Think and Feel; and OPRD’s customer service model E.R.A. (Engage, Relate, Adapt).

Beginning in 2018, Inclusion Ambassadors facilitate regular, structured, small-group discussions throughout the state on topics related to diversity, equity and inclusion. The goal is for ambassadors to complete four sessions in 2018: Spring — an overview of the Engage, Relate, Adapt (E.R.A.) customer service model; summer — What does it mean to Engage?; Fall — What does it mean to Relate?; and Winter — What does it mean to Adapt?

b. Statewide Exit Interview Survey
OPRD encourages employees leaving the agency to complete the Statewide Employee Exit Interview. As part of the exit interview, departing employees are invited to participate in an anonymous online survey. The online format of the survey provides a safe and non-threatening environment for participants to provide candid feedback. The survey covers issues such as benefits, working conditions, opportunities for career advancement, quality and quantity of the workload, and relationships with co-workers and supervisors. Departing employees turn in surveys voluntarily.

HR reviews the Statewide Employee Exit Interview surveys at least twice a year to identify any trends or areas of concern. Additionally, HR reviews surveys as they are received. Currently no trends have been identified through either the statewide exit interview or the resignation form.

c. Performance Evaluations for Managers
In accordance with ORS 659.A012(1), OPRD manager performance evaluations include measurement of managers’ effectiveness in achieving affirmative action objectives according to ORS 659.A012, which reads in part: “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, disability 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.”

The Director regularly communicates to managers the importance of affirmative action objectives as well as diversity and inclusiveness.

All OPRD management position descriptions have been updated to include their responsibility to be accountable for effectively implementing the agency’s affirmative action plans.
I. Status of Contracts to Minority Businesses

This section reports the contracts OPRD awarded to businesses that are certified as Women/Minority/Small Emerging Business (WMS) in 2016 and 2017, as required by 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.

The table below shows that OPRD awarded nine contracts to WMS businesses, representing just under $1 million — nearly 9 percent of OPRD’s total contracts.

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>Date Awarded</th>
<th>Contract Value</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANDERSON KRYGIER, INC.</td>
<td>10/12/2016</td>
<td>$22,615</td>
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<tr>
<td>DAVID C. SMITH &amp; ASSOCIATES, INC.</td>
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<td>POINT ENVIRONMENTAL LLC</td>
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</tr>
<tr>
<td><strong>Total WMS Emerging Businesses Contracts Amount</strong></td>
<td></td>
<td><strong>$969,207</strong></td>
<td><strong>8.98%</strong></td>
</tr>
<tr>
<td><strong>Total Other Contracts</strong></td>
<td></td>
<td><strong>$9,820,633</strong></td>
<td><strong>91.02%</strong></td>
</tr>
<tr>
<td><strong>Total Contract Amount</strong></td>
<td></td>
<td><strong>$10,789,840</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
SECTION III
Roles for Implementation of Affirmative Action Plan

A. Responsibilities and Accountabilities

1. OPRD Director/Administrators
   ▶ Value the principles of equal employment opportunities, affirmative action, and diversity. Proactively lead on issues of equality and diversity and on the promotion of EEO/AA.

   ▶ Ensure that all executive and management service employees have appropriate affirmative action and diversity responsibilities included in their position descriptions.

   ▶ Include affirmative action and diversity elements in executive and management service performance evaluations. Evaluate subordinate managers on their diversity and EEO efforts in their regular performance appraisals.

2. Managers and Supervisors
   ▶ Value the principles of equal employment opportunities, affirmative action, and diversity. Proactively lead on issues of equality and diversity and on the promotion of EEO/AA.

   ▶ Train and inform all employees at New Employee Orientation as to their rights and responsibilities under the department’s Affirmative Action Policy, and other policies to eliminate any harassment or discrimination bases on race, sex, age, religion, sexual orientation, or disability.

   ▶ Maximize outreach efforts by ensuring that interview panels are diverse and incorporate new questions.
3. OPRD Affirmative Action Officer

- Develop the OPRD Affirmative Action Plan for Director approval.

- Work as a connection between managers and the affirmative action plan to ensure managers understand their responsibility of promoting a diverse work environment. Assist and coach them on ways to achieve success.

- Review and discuss the affirmative action plan and goals for the department to identify resources for improving.

- Develop and/or coordinate training designed to improve skills and competency necessary to effectively manage affirmative action and equal employment opportunity, as well as human resources, diversity issues and cultural awareness.

- Enhance recruitment practices, including outreach strategies and recruitment channels that include web sites, community agencies, community leaders and schools.

- Receive, coordinate, and/or investigate discrimination complaints filed either internally or externally and make recommendations for appropriate action.

- Increase OPRD career fair participation and outreach for people of color, people with disabilities and women.

- Lead development of OPRD internship program for college and high school students.

- Display the department’s Affirmative Action Policy Statement and distribute diversity materials.

- Provide monthly Human Resources updates, including diversity topics, to OPRD management.

- Post information about Affirmative Action, including distributing proclamations and resources from the Governor’s Affirmative Action Office.

4. ALL EMPLOYEES

- Support the department’s value of diversity and inclusion by helping to create and advocate for a positive workplace that supports a diverse work environment.

- Be alert and disclose incidents where equal employment opportunities or affirmative action decisions have been missed, overlooked, or forgotten.
SECTION IV
July 1, 2017 – June 30, 2019
Affirmative Action Plan Overview
(Reporting period July 1, 2016 - June 30, 2018)
A. Accomplishments

The department continues to work to create a diverse and multi-cultural organization, and will continue to build a more culturally competent workforce, create culturally appropriate and effective programs and service delivery systems, implement diversity-centered quality improvement strategies and create welcoming environments for our diverse staff.

During the 2016-18 reporting period, OPRD accomplished the following:

**EDUCATION**
- Provided agency-wide Human Resources Essentials training for managers that included inclusive recruitment processes, with a focus on diversity.
- Provided training opportunities to managers and employees on topics such as diversity, unconscious bias, and inclusion.
- Incorporated diversity information and awareness of events into staff meetings.
- Managers continued the practice of working with employees to complete Individual Development Plans (IDPs).
- The inclusion committee coordinated a two-day training for 20 ambassadors in March 2018 to prepare them to facilitate the following conversations, with a goal to complete all four in 2018:
  - **Spring (April-May):** Creating a welcoming environment through the Engage, Relate and Adapt (ERA) tool.
  - **Summer (June-Aug):** What does it mean to Engage?
  - **Fall (Sept-Oct):** What does it mean to Relate?
  - **Winter (Nov-Dec):** What does it mean to Adapt?
- The inclusion committee rolled out an internal inclusion website that serves as a single point of information for staff about the OPRD inclusion program. The website, oprdinclusion.wordpress.com, also captures “Inclusion-in-Action” success stories to help illustrate what the program is all about.

**MANAGEMENT**
- Ensured that managers reviewed the Affirmative Action, Equal Employment Opportunity, Harassment-Free Workplace and Reasonable Accommodation policies with employees by creating an Orientation/Paperwork Checklist.
- Ensured managers completed the harassment-free workplace training to improve their sensitivity to issues and to expand their ability to resolve concerns.
- Provided knowledge and training to managers in developing interview questions and selecting interview panel members. This includes promoting and selecting panel members from a diverse background.
- Distributed to all managers the Workplace Effects of Domestic Violence, Sexual Assault and Stalking training offered by the State of Oregon.
- Implemented leadership development in management performance appraisals.
- Oversaw the Inclusion Committee’s work and helped guide priorities.
**RECRUITMENT**

- Streamlined and improved the application process by improving information about applicants; improving applicant guidelines and materials; and creating easier-to-understand job announcements.
- Provided more assistance to management in developing interview questions.
- Attended more high school, college, and community career fairs.
- Augmented applicant pools by allowing applicant self-certification of minimum qualifications and discontinuing the recruiter MQ verification step.
- Developed screening and interview tools to help managers evaluate candidates objectively by matching the applicant’s knowledge, skills and abilities with the position’s desired attributes. This ensures candidates are being compared to the position and not to each other.
- Ensured that all new screening and interview tools include veteran preference; continued clarification and training on veteran preference process.
- Implemented the use of video interviewing technology to allow candidates to interview from anywhere without the expense of traveling.
- Implemented new Pay Equity procedures to ensure salary offers are consistent with the salaries of existing employees with comparable experience, education and position description. This makes salaries more consistent, fair and equitable.
- Continued to place job announcement with community colleges, universities, media targeting minorities, and outdoor recreation websites.
- Continued to employ GALT and DePaul Industries for contract temporary services. GALT and DePaul Industries specifically employ individuals with disabilities.
- Continued to look for opportunities to further the internship program in order to attract a more diverse applicant pool.
- Provided professional development opportunities for OPRD staff, including job rotations, work out of class, lead work, and developmental opportunities.
- Provided tools for managers to conduct group interviews. This gives managers an alternative interview style and allows managers to evaluate a greater number of applicants. It also allows for a more comprehensive understanding of applicants’ interpersonal skills.
- Actively participated in both statewide Recruitment and Affirmative Action Officer meetings to increase relationships and become abreast of new practices.
B. Progress Summary

This section provides analysis of the progress made or lost in the previous biennium in areas of employment of women, employment of people of color, and employment of people with disabilities.

The charts below detail the benchmarks DAS set for OPRD in the Affirmative Action categories and how OPRD’s percentages compared.

**CHART 1: Agency Overall Percentages**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>AGENCY</th>
<th>EEO CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Women Total %</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>46.32</td>
</tr>
<tr>
<td>2010</td>
<td>OPRD AA</td>
<td>41.95</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>46.32</td>
</tr>
<tr>
<td>2012</td>
<td>OPRD AA</td>
<td>41.76</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>50.00</td>
</tr>
<tr>
<td>2014</td>
<td>OPRD AA</td>
<td>42.96</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>40.10*</td>
</tr>
<tr>
<td>2016</td>
<td>OPRD AA</td>
<td>43.34*</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>39.19</td>
</tr>
<tr>
<td>2018</td>
<td>OPRD AA</td>
<td>41.62</td>
</tr>
</tbody>
</table>

**CHART 2: Management Percentages**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>AGENCY</th>
<th>EEO CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Women Total %</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>47.26</td>
</tr>
<tr>
<td>2010</td>
<td>OPRD AA</td>
<td>31.70</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>47.26</td>
</tr>
<tr>
<td>2012</td>
<td>OPRD AA</td>
<td>31</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>43.67</td>
</tr>
<tr>
<td>2014</td>
<td>OPRD AA</td>
<td>32.18</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>27.85*</td>
</tr>
<tr>
<td>2016</td>
<td>OPRD AA</td>
<td>22.85*</td>
</tr>
<tr>
<td>BENCHMARK</td>
<td>DAS</td>
<td>20</td>
</tr>
<tr>
<td>2018</td>
<td>OPRD AA</td>
<td>27.47</td>
</tr>
</tbody>
</table>

* Agency restructuration and separation of State Fair from OPRD resulted in loss of FTE.

**ACRONYM KEY**

POC Persons of Color  
PWD Persons with Disabilities  
AA Affirmative Action  
EEO Equal Employment Opportunity
Chart 3: Workforce Representation Report

This chart shows an analysis of all three EEO categories across all segments of the workforce. The analysis is as of June 30, 2018. Note: Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency.

<table>
<thead>
<tr>
<th>EEO Categories</th>
<th>Total Emp</th>
<th>Women</th>
<th>Person of Color</th>
<th>Persons / Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FTE%</td>
<td>%</td>
<td>FTE%</td>
<td>%</td>
</tr>
<tr>
<td></td>
<td>Parity</td>
<td></td>
<td>Parity</td>
<td></td>
</tr>
<tr>
<td>A01) Middle Management</td>
<td>2</td>
<td>1</td>
<td>50%</td>
<td>43%</td>
</tr>
<tr>
<td>A02) Upper Management</td>
<td>17</td>
<td>6</td>
<td>35.29%</td>
<td>36.6%</td>
</tr>
<tr>
<td>B02) Communication/Editor</td>
<td>5</td>
<td>3</td>
<td>60%</td>
<td>41.7%</td>
</tr>
<tr>
<td>B07) Purchasing Agent/Analyst</td>
<td>3</td>
<td>3</td>
<td>100%</td>
<td>43.2%</td>
</tr>
<tr>
<td>B08) Natural Resource</td>
<td>87</td>
<td>23</td>
<td>26.43%</td>
<td>25.1%</td>
</tr>
<tr>
<td>B09) Social Science/Planner/Reschr</td>
<td>1</td>
<td>0</td>
<td>0%</td>
<td>43.70%</td>
</tr>
<tr>
<td>B10) Personnel/Employment</td>
<td>9</td>
<td>8</td>
<td>88.88%</td>
<td>57.6%</td>
</tr>
<tr>
<td>B12) Computer Analyst</td>
<td>11</td>
<td>2</td>
<td>18.18%</td>
<td>32.4%</td>
</tr>
<tr>
<td>B15) Accounting/Finance/Revenue</td>
<td>6</td>
<td>7</td>
<td>87.50%</td>
<td>53.0%</td>
</tr>
<tr>
<td>B15) Program Coordinator/Analyst</td>
<td>25</td>
<td>17</td>
<td>65.38%</td>
<td>41.1%</td>
</tr>
<tr>
<td>B19) RightOfWayTimberAud/Aqs</td>
<td>4</td>
<td>3</td>
<td>75%</td>
<td>25.40%</td>
</tr>
<tr>
<td>C02) Engineering/Construction</td>
<td>12</td>
<td>1</td>
<td>8.33%</td>
<td>19.3%</td>
</tr>
<tr>
<td>C04) Computer</td>
<td>2</td>
<td>1</td>
<td>50%</td>
<td>36.6%</td>
</tr>
<tr>
<td>C05) Audio-Visual</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>40.60%</td>
</tr>
<tr>
<td>F00) Administrative Support</td>
<td>51</td>
<td>49</td>
<td>96.07%</td>
<td>70.3%</td>
</tr>
<tr>
<td>H00) Service Maintenance Worker</td>
<td>167</td>
<td>44</td>
<td>26.34%</td>
<td>37.8%</td>
</tr>
</tbody>
</table>

*Park Managers are included in the Natural Resources category

Total Employees by AA Category

This graph shows total employees in each of the Affirmative Action Categories.
ANALYSIS: EMPLOYMENT OF WOMEN

The following graphs and charts show OPRD has excelled in the area of recruiting women to all levels of the agency.

The graph below shows how OPRD’s employment of women has compared over time to the 2018 benchmark. The graph shows women across all levels and women in management.

Compared to the 2018 benchmark, OPRD has consistently employed more women than the benchmark. The percentage of women in management has also consistently been above the 2018 benchmark. (Note: this graph does not reflect the changes in benchmark over time.)

To see exact percentages, refer to charts 1 and 2 at the beginning of this section, page 44.

This graph shows that women are represented in each management category in both 2016 and 2018. To see how these numbers compare to parity, see Chart 3 on page 45.
The table below shows the percentage of women employed in each EEO category in 2016 and 2018. For each year and category, the table also shows the difference between actual employment and the parity level (“Compared to Parity” column). The categories in the table are sorted based on the 2018 “Compared to Parity” column. In addition, each value in the “Compared to Parity” columns is colored to illustrate which values are above parity (green) and below parity (red). The colors intensify as the gap from zero increases.

OPRD employment of women was above parity in most categories for 2016 and 2018. In 2018, OPRD employment of women was above parity in 11 of 16 EEO categories. Specifically, women are not well represented in the engineering, construction, maintenance, computer analyst, social sciences, planning and research categories.

The graph below shows women employment in each EEO category compared to parity in 2016 and 2018. The percentage values correspond to the “compared to parity” columns in the chart above.
ANALYSIS: EMPLOYMENT OF PEOPLE OF COLOR

The following graphs and charts show that OPRD has work to do in the area of hiring people of color (POC) to all levels in order to meet the benchmark set by DAS.

The two graphs below show how OPRD’s POC employment has compared over time to the 2018 benchmark. The graph shows POC across all levels and POC in management.

Compared to the 2018 benchmark, OPRD has consistently employed fewer POC than the benchmark. The percentage of POC in management has been stayed at or near the 2018 benchmark of 6 percent. (Note: This graph does not reflect the changes in benchmark over time.)

To see exact percentages, refer to charts 1 and 2 at the beginning of this section, page 44.

This graph shows the number of POC in each management category. OPRD had no POC representation in middle and upper management in 2016 or 2018. To see how these numbers compare to parity, see Chart 3 on page 45.
The table below shows the percentage of POC employed in each EEO category in 2016 and 2018. For each year and category, the table also shows the difference between actual employment and the parity level (“Compared to Parity” column). The categories in the table are sorted based on the 2018 “Compared to Parity” column. In addition, each value in the “Compared to Parity” columns is colored to illustrate which values are above parity (green) and below parity (red). The colors intensify as the gap from zero increases.

In 2018, POC employment was above parity in two of 16 EEO categories. This result is a slight decrease from 2016, when OPRD was above parity in four of 16 categories.

<table>
<thead>
<tr>
<th>EEO Categories</th>
<th>2016 Parity</th>
<th>% Compared to Parity</th>
<th>2018 Parity</th>
<th>% Compared to Parity</th>
</tr>
</thead>
<tbody>
<tr>
<td>B10) Personnel/Employment</td>
<td>11.6%</td>
<td>22.2%</td>
<td>22.2%</td>
<td>11%</td>
</tr>
<tr>
<td>C02) Engineering/Construction</td>
<td>8.1%</td>
<td>11.1%</td>
<td>8.3%</td>
<td>3%</td>
</tr>
<tr>
<td>B16) Program Coordinator/Analyst</td>
<td>9.5%</td>
<td>8.0%</td>
<td>7.7%</td>
<td>-2%</td>
</tr>
<tr>
<td>B08) Natural Resource</td>
<td>7.2%</td>
<td>3.9%</td>
<td>4.6%</td>
<td>-3%</td>
</tr>
<tr>
<td>F00) Administrative Support</td>
<td>9.7%</td>
<td>10.9%</td>
<td>5.9%</td>
<td>1%</td>
</tr>
<tr>
<td>B12) Computer Analyst</td>
<td>13.0%</td>
<td>9.1%</td>
<td>9.1%</td>
<td>-4%</td>
</tr>
<tr>
<td>B07) Purchasing Agent/Analyst</td>
<td>5.3%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>-5%</td>
</tr>
<tr>
<td>B02) Communication/Editor</td>
<td>9.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>-9%</td>
</tr>
<tr>
<td>C05) Audio-Visual</td>
<td>9.2%</td>
<td>n/a</td>
<td>0.0%</td>
<td>n/a</td>
</tr>
<tr>
<td>B09) Social Science/Planner/Resrchr</td>
<td>10.0%</td>
<td>n/a</td>
<td>0.0%</td>
<td>n/a</td>
</tr>
<tr>
<td>H00) Service Maintenance Worker(Including Park Ranger Series)</td>
<td>11.6%</td>
<td>3.2%</td>
<td>-8%</td>
<td>1.2%</td>
</tr>
<tr>
<td>A02) Upper Management</td>
<td>12.2%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>-12%</td>
</tr>
<tr>
<td>C04) Computer</td>
<td>12.7%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>-13%</td>
</tr>
<tr>
<td>B15) Accounting/Finance/Revenue</td>
<td>13.0%</td>
<td>12.5%</td>
<td>0.0%</td>
<td>-1%</td>
</tr>
<tr>
<td>A01) Middle Management</td>
<td>13.6%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>-14%</td>
</tr>
<tr>
<td>B19) RightOfWay/TimberAud/Apprs</td>
<td>17.9%</td>
<td>33.3%</td>
<td>0.0%</td>
<td>-18%</td>
</tr>
</tbody>
</table>
The graph below shows POC employment in each EEO category compared to parity in 2016 and 2018. The percentage values correspond to the “compared to parity” columns in the chart on page 49.
ANALYSIS: EMPLOYMENT OF PEOPLE WITH DISABILITIES

The graphs and charts below show that OPRD has work to do in the area of hiring people with disabilities (PWD) to all levels in order to meet the benchmark set by DAS. However, it is worth noting that employees with disabilities are not required to disclose their disability. The figures used in this analysis are based on employees who volunteered to disclose the information at time of hire. The number of employees with a disability is likely higher than what is portrayed here.

The first two graphs show how OPRD’s PWD employment has compared over time to the 2018 benchmark. The graph shows both PWD across all levels and PWD in management.

Compared to the 2018 benchmark, OPRD has consistently employed fewer PWD than the benchmark. The percentage of PWD in management has been far below the 2018 benchmark of 4 percent. (Note: this graph does not reflect the changes in benchmark over time.)

To see exact percentages, refer to charts 1 and 2 at the beginning of this section, page 44.
People with Disabilities in Management

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle Management</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Upper Management</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Park Management</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

This graph shows the number of PWD in each management category. OPRD has no representation of people with disabilities in upper management and park management, and only one PWD in middle management.
The table below shows PWD employment in each EEO category in 2016 and 2018. For each year and category, the table also shows the difference between actual employment and the parity level (“Compared to Parity” column). The categories in the table are sorted based on the 2018 “Compared to Parity” column. In addition, each value in the “Compared to Parity” columns is colored to illustrate which values are above parity (green) and below parity (red). The colors intensify as the gap from zero increases.

In 2018, OPRD PWD employment is above parity in three of 16 EEO categories. This result is a small improvement from 2016 when OPRD was above parity in two categories.

<table>
<thead>
<tr>
<th>EEO Category</th>
<th>Parity</th>
<th>2016 %</th>
<th>Compared to Parity</th>
<th>2018 %</th>
<th>Compared to Parity</th>
</tr>
</thead>
<tbody>
<tr>
<td>A01) Middle Management</td>
<td>6.0%</td>
<td>0.0%</td>
<td>-6%</td>
<td>50.0%</td>
<td>44%</td>
</tr>
<tr>
<td>B07) Purchasing Agent/Analyst</td>
<td>6.0%</td>
<td>16.6%</td>
<td>11%</td>
<td>33.3%</td>
<td>27%</td>
</tr>
<tr>
<td>B15) Accounting/Finance/Revenue</td>
<td>6.0%</td>
<td>12.5%</td>
<td>7%</td>
<td>12.5%</td>
<td>7%</td>
</tr>
<tr>
<td>F00) Administrative Support</td>
<td>6.0%</td>
<td>1.8%</td>
<td>-4%</td>
<td>3.9%</td>
<td>-2%</td>
</tr>
<tr>
<td>B16) Program Coordinator/Analyst</td>
<td>6.0%</td>
<td>4.0%</td>
<td>-2%</td>
<td>3.8%</td>
<td>-2%</td>
</tr>
<tr>
<td>H00) Service Maintenance Worker( Including Park Ranger Series)</td>
<td>6.0%</td>
<td>0.0%</td>
<td>-6%</td>
<td>0.6%</td>
<td>-5%</td>
</tr>
<tr>
<td>A02) Upper Management</td>
<td>6.0%</td>
<td>0.0%</td>
<td>-6%</td>
<td>0.0%</td>
<td>-6%</td>
</tr>
<tr>
<td>B02) Communication/Editor</td>
<td>6.0%</td>
<td>0.0%</td>
<td>-6%</td>
<td>0.0%</td>
<td>-6%</td>
</tr>
<tr>
<td>B08) Natural Resource</td>
<td>6.0%</td>
<td>0.0%</td>
<td>-6%</td>
<td>0.0%</td>
<td>-6%</td>
</tr>
<tr>
<td>B09) Social Science/Planner/Resrch</td>
<td>6.0%</td>
<td>n/a</td>
<td>n/a</td>
<td>0.0%</td>
<td>-6%</td>
</tr>
<tr>
<td>B10) Personnel/Employment</td>
<td>6.0%</td>
<td>0.0%</td>
<td>-6%</td>
<td>0.0%</td>
<td>-6%</td>
</tr>
<tr>
<td>B12) Computer Analyst</td>
<td>6.0%</td>
<td>0.0%</td>
<td>-6%</td>
<td>0.0%</td>
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</tr>
<tr>
<td>B19) RightOfWay/TimberAud/Apprs</td>
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<td>0.0%</td>
<td>-6%</td>
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<td>-6%</td>
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<tr>
<td>C02) Engineering/Construction</td>
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<tr>
<td>C04) Computer</td>
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<tr>
<td>C05) Audio-Visual</td>
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<td>n/a</td>
<td>0.0%</td>
<td>-6%</td>
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</table>
The graph below shows PWD employment in each EEO category compared to parity in 2016 and 2018. The percentage values correspond to the “compared to parity” columns in the chart above.

- A01) Middle Management
- B07) Purchasing Agent/Analyst
- B15) Accounting/Finance/Revenue
- F00) Administrative Support
- B16) Program Coordinator/Analyst
- H00) Service Maintenance Worker (Including Park Ranger…)
- C05) Audio-Visual
- C04) Computer
- C02) Engineering/Construction
- B19) RightOfWay/TimberAud/Apprs
- B12) Computer Analyst
- B10) Personnel/Employment
- B09) Social Science/Planner/Resrchr
- B08) Natural Resource
- B02) Communication/Editor
- A02) Upper Management

Difference in employment of people with disabilities against parity (%)
SECTION V
July 1, 2019 – June 30, 2021
Affirmative Action Plan
Implementation Strategy
Looking Ahead to the Next Biennium
A. Goals and strategies

**GOAL 1**

*Continue to provide education opportunities on the topics of Respectful Leadership and Respectful Work Environment.*

**STRATEGY**

- Support agency organizational structures, such as the Inclusion Committee, that create and deliver frameworks, tools and services to further workforce development in the areas of Respectful Leadership and Respectful Work Environment.

- Work toward the following training goals:
  - Ensure ambassadors reach 80 percent of work sites with the E.R.A. training sessions.
  - Roll out Ambassador Program to seasonal staff and hosts.
  - Develop and implement an E.R.A training session for new employees.
  - Ensure all members of the Inclusion Committee and the Inclusion Ambassadors have attended the Annual State Diversity Conference in the past two years.
  - Work to have 50 percent of the seats available for the annual Diversity Conference filled by new attendees.

**GOAL 2**

*Increase representation of protected-class categories in management to better represent the demographics of state parks visitors.*

**STRATEGY**

- Increase the number of women, people of color, and people with disabilities employed in upper management (salary range 31+) and park management positions, including park supervisors, park managers, park district managers and park region managers. Specifically:
  - Work toward achieving 30 percent women employed in management.
  - Work toward at least a 1 percent increase in the percentage of people of color and people with a disability.
  - Work toward an increase of at least 5 percent in the employment of women in park management positions.

- Continue to encourage protected-class employees and representatives of community groups to participate on hiring panels; continue to provide training on the candidate selection process.
GOAL 3

To retain protected-class employees.

STRATEGY

► Continue to be an employer of choice for applicants through diversity education and enhanced equal employment opportunities.

► Proactively lead on issues of equality and diversity, and the promotion of Equal Employment Opportunity and Affirmative Action.

► Address work environment issues through training and organizational development efforts.

► Improve internal communication about diversity goals and resources via the internal inclusion website, the internal newsletter and other channels.

► Support the Inclusion Committee’s efforts to foster an inclusive work environment in which staff appreciate and validate differences in themselves and others.

► Continue to offer trainings focused on fostering a respectful work environment. Develop at least one new training module.

► Actively create professional development opportunities, such as job rotations and developmental positions, to help current staff build skills necessary for leadership positions. Encourage—and track—women, people of color, and people with disabilities to participate in job rotations and developmental opportunities.
GOAL 4

To increase recruitment and outreach of protected-class employees.

STRATEGY

► Track and evaluate work environment issues through the use of exit interviews.

► Track the number of women, people of color and people with disabilities in our applicant pools and evaluate methods to increase these numbers.

► Examine hiring practices and advancement opportunities in order to remove barriers for women, people of color, and persons with disabilities.

► Develop and implement a strategic approach to increasing the department’s outreach to youth, people of color, people with disabilities and women. This involves an increased focus on future short- and long-term recruitment strategies that develop and use active network resources including schools, local businesses and partnering agencies.

► Continue to expand college and high school internship programs for all, with a special focus on protected-class groups, in order to improve outreach efforts and train the next generation of leaders. Monitor local partnerships with college and high school programs and track participation.

GOAL 5

To support managers to ensure they have the tools they need to lead a diverse workforce.

► Monitor and review management performance appraisals to ensure they are improving their Respectful Leadership Professional Development components.

► Continue to support managers as they address work quality, performance, productivity, teamwork, career development and workplace environment issues associated with staff diversity.
SECTION VI
Appendix A
State Policy Documentation

Link to documents of Appendix A

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 16-09
SECTION VII
Appendix B
Federal Documentation

Link to documents of Appendix B
(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
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. JSex-Based Discrimination Title VII of the Civil Rights Act of 1964
K. Sexual Harassment Title VII of the Civil Rights Act of 1964
SECTION VIII
Appendix C
Agency documentation in support of its Affirmative Action Plan
A. Agency Reasonable Accommodation Policy

**OREGON PARKS & RECREATION DEPARTMENT**

**POLICY STATEMENT**

<table>
<thead>
<tr>
<th>REFERENCE</th>
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<tr>
<td>Americans With Disabilities Act of 1990</td>
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<td>Section 504, Rehabilitation Act of 1973; ORS 243.305</td>
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<tr>
<th>SUBJECT</th>
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<tr>
<td>Reasonable Accommodation</td>
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**PURPOSE**

To establish a policy and process by which the Oregon Parks and Recreation Department (OPRD) provides reasonable accommodation for qualified persons with disabilities.

**POLICY**

OPRD is committed to fair and equal employment opportunities for people with disabilities and to ensuring that provisions are made for providing reasonable accommodations for employees and job applicants, including recruitment, hiring, promotion, and retention of employees with disabilities.

OPRD shall make reasonable accommodations for participating members of the public, job applicants, volunteers or OPRD employees, unless to do so would create an undue hardship for OPRD or if it places the person with a disability and/or others at imminent physical harm or risk. The ADA requires OPRD to accommodate a disabled person only to the extent the disability is known. The burden is on the person with a disability to let OPRD know that an accommodation is needed. (See Procedures for Reasonable Accommodation Requests.)

Requests for disability accommodation will be reviewed on a case-by-case basis and each request will receive a timely response. The determination of appropriate and feasible accommodation will be conducted through the interactive process. An accommodation is unique to the individual, their disability and the nature of their job. While the agency will give primary consideration to any specific accommodation requested, it may offer an alternative accommodation. No specific accommodation is guaranteed for all individuals with a particular disability or for all individuals in a particular job.

Accommodations with auxiliary aids and/or services and mitigating measures that are of a personal nature, such as medications, service dogs or hearing aids, which are used both on and off the job, are not the employer’s responsibility.

Questions regarding job analysis, worksite analysis, worksite modification or other possible accommodations the manager will refer to the department’s ADA Coordinator. OPRD will use technical assistance available through agencies and networks specializing in issues involving persons with disabilities. The assistance may include information on technology, worksite analysis or modification and vocational assessment.

Processes for applicants and employees to request reasonable accommodation will be established and published in OPRD procedures.

1
4/28/2009
DEFINITIONS:

Affirmative Action: Policy intended to promote access to employment for historically non-dominant groups such as minorities, women and the disabled.

Americans with Disabilities Act (ADA): A comprehensive Civil Rights law requiring employers to provide accommodations for qualified individuals with disabilities who are employees or applicants for employment.

ADA Coordinator: The ADA Coordinator is the employee designated by OPRD for consultation and coordinating the OPRD’s efforts regarding reasonable accommodation, maintaining a resource list of agencies and organizations whose primary focus or clientele are persons with disabilities; and maintaining records of reasonable accommodations, including financial aspects.

Auxiliary Aids and Services: Devices or services that accommodate a functional limitation of a person with a communication disability. Examples are qualified interpreters and communication devices for persons who are deaf or hard of hearing; qualified readers, taped texts, Braille, or other devices for persons with visual impairments.

Confidential Medical Records: Employee medical records (i.e., doctor releases, accommodation requests) are maintained in Human Resources in separate and locked files.

Essential Functions: Essential functions are those that are fundamental to accomplishing the job.

Interactive Process: Conversations and contacts between OPRD, an employee and his/her medical care provider to determine if and what reasonable accommodation could be provided to enable the employee with a disability to perform the essential functions of his/her position.

Major Life Activity: Basic activities the average person in the general population can perform with little or no difficulty including breathing, walking, hearing, seeing, speaking, learning, self-care, sleeping; or working (working in general, not the ability to perform a specific job.)

Mental Impairment: Any mental or psychological disorder or characteristic, such as mental retardation, head injury, emotional/mental illness, or learning disability.

Mitigating Measures: Medications and assistive devices one uses to eliminate or reduce the effects of a mental or physical disability. Examples include medication for conditions such as epilepsy or hypertension, insulin used to control diabetes, prosthetic devices, walkers, canes, crutches and hearing aids.

Person with a Disability: A person who has a physical or mental impairment which substantially limits one or more major life activities, has a record of such an impairment, or is regarded as having such an impairment.

Qualified Person with a Disability: A person with a disability who can perform the essential job functions of a position with or without reasonable accommodations.
Reasonable Accommodation:

1. Employment
   a. Modifications to the job application process to enable a qualified applicant with a disability to apply and be considered for a position.
   b. Modification to the work environment, or the manner or circumstances under which a job is performed to enable a qualified person with a disability to perform the essential functions of the job.
   c. Modifications that enable an employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by the other similarly situated non-disabled employees. These may include making facilities readily accessible; job restructuring; modifying work schedules; acquiring equipment or devices; adjusting or modifying examinations, training materials or policies; using qualified readers, interpreters or other assistants; or other similar actions.

2. Services
   Modifications to agency facilities, processes, materials, or procedures to enable an individual with a disability to fully participate in activities and to receive the services and benefits of the agency.

Title 504 of the Rehabilitation Act of 1973: Title of the law, which prohibits discrimination on the basis of a disability by the federal government, by federal contractors, by recipients of federal financial assistance, and by federally conducted programs and activities.

Undue Hardship: An undue hardship is an action that is significantly difficult or expensive in relation to the size of the employer, the resources available and the nature of the business.

CONFIDENTIALITY
Information obtained during the interactive process regarding the medical condition, documents or history of the applicant/employee is confidential and with these exceptions:

- Managers/supervisors may be informed regarding 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 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 insure confidentiality, all medical information for applicants and employees will be maintained by Human Resources in confidential files separate from their personnel file or other applicant records.

APPEAL PROCEDURES
Employees/Applicants who believe they have been discriminated against because the agency failed to provide reasonable accommodation may file a complaint with the Agency Director, Human Resource Manager, ADA Coordinator, Division Administrator or a supervisor. All reported allegations will be investigated promptly, thoroughly, impartially and discreetly. The investigator will notify the complainant in writing of the results of the investigation.

Formal appeals/complaints may also be filed with the state’s Affirmative Action Office, The Bureau of Labor and Industries, the Equal Employment Opportunity Commission, or the United States Department of Labor, Office of Civil Rights. Employees represented by labor organizations may also file according to the provisions of their collective bargaining agreement.

3
4/28/2009
MEDICAL VERIFICATION OF EMPLOYEE’S REQUEST
ADA Reasonable Accommodation

Instructions: The American with Disabilities Act (ADA), 42 U.S.C.12101 et seq., prohibits discrimination in employment against qualified individuals with disabilities. The Oregon Parks and Recreation Department (OPRD) is committed to ensuring that it does not discriminate against qualified individuals with disabilities. OPRD will provide reasonable accommodations to qualified individuals with disabilities where such accommodations will allow the individual to perform the essential functions of his/her job, unless the accommodation would impose an undue hardship.

On (date) __________, (employee) __________________ requested a reasonable accommodation under the ADA. S/he asked to (the employee’s actual request) __________________________________________. OPRD is requesting your professional medical guidance so we may effectively evaluate her/his request for accommodation. Please answer the questions below:

1. Based on your knowledge of this individual, does he/she have a physical or mental impairment?
   Yes _____  No _____

2. If your answer to #1 is yes, given the physical or mental impairment, can this individual perform the essential job functions of the enclosed position description? Yes __________ No ________

3. If your answer to #1 above is no, please describe an accommodations which, in your medical opinion, would allow the individual to perform the essential job functions of the enclosed position description.

________________________________________

________________________________________

4. In your opinion, how long with the individual require these accommodations?

5. If leave or a reduction in hours of work is the requested or suggested accommodation, how much leave time will be necessary on what kind of schedule (i.e., daily, weekly, monthly, etc.)? When will the individual be able to return to work without any accommodation?

________________________________________

Signature of Medical Professional: _____________________________ Date _____

Printed Name: ____________________________________________
Address: _________________________________________________
Phone Number: ____________________________________________

4
4/5/09
SECTION VIII  Appendix C  Agency documentation in support of its Affirmative Action Plan

B. OPRD Inclusion Committee Charter

INTRODUCTION
The Oregon Parks and Recreation Department (OPRD) has been in existence for over ninety years and the agency’s current services, policies and procedures remain geared towards the demographics of Oregonians in the early nineteen hundreds. Some of OPRD’s methods for delivering services are no longer applicable to today’s workforce and park visitors. To be successful within a diverse state, OPRD must become aware of conscious and unconscious biases, continuously improve inclusive service delivery, and remain relevant to current and future customers.

PURPOSE
To promote a welcoming, open and safe environment for all visitors, employees, and volunteers within the Oregon Parks and Recreation Department as well as to engage, relate, and adapt to changing needs and/or interests as they relate to the agency’s mission.

SCOPE
The Inclusion Committee was established to support the mission of OPRD by ensuring the agency is aware of the expectations and preferences of visitors, and how services can evolve to meet them. It specifically aims to encourage staff members, volunteers, and park visitors to think creatively and be open to possible changes to agency policy, procedures, and services. Additionally, it aims to engage with community partners to achieve its purpose.

INCLUSION COMMITTEE STRUCTURE

Membership
Membership shall be comprised of a diverse working group of agency management service and represented staff. Whenever possible, the committee shall be comprised of two representatives from each region, two from headquarters, 2 support positions, and 1 at large position.

Terms of Office
OPRD Inclusion Committee members are appointed for two-year terms, with half the members’ expiring each year. Only persons with a strong commitment to the committee’s purpose and a willingness and ability to attend all meetings shall be appointed.

Executive Team Sponsor:
The primal duties of this position are:

- To liaise with the executive team and commission to ensure strategic alignment between the committee and agency vision
- To provide guidance and direction on committee priorities
- Appoint advisors for special projects as needed

Selection and Term: Currently this position is held by the director.
Committee Chair:
The primal duties of this position are:
- To preside over all committee meetings
- Champion the work for the committee internally to OPRD
- Collaborate with committee sponsor to identify committee vision, goals, and strategy
- Monitor and manage scope
- Identify internal resources available to support committee work
- Maintain leadership and ensure committee members focus on committee activities
- Identify and remove internal barriers to committee success
- Escalate unresolved issues to OPRD leadership
- Develop an annual work plan

Selection and Term: The Committee Chair shall be nominated by the Inclusion Committee in November, appointed by the director in December and begin their duties in January. The term of the Chair shall be for a one-year term.

Committee Vice Chair
The primal duties of this position are:
- To assist the Committee Chair in the duties stated above
- Perform the chair’s duties in the absence or inability of the chair to act
- Serve as a point of contact and orient new members to Ambassador Program

Selection and Term: The Committee Vice Chair shall be nominated by the Inclusion Committee in January for a one-year term to be approved by the Executive Team Sponsor.

Committee Support Persons (Communications and HR Director)
The primal duties of this position are:
- To collaborate with the Committee Sponsor and Committee Chair on agenda items.
- To provide guidance and support to the Committee.

Selection and Term: Committee Support Persons will serve as long as they are in their OPRD position.

Committee Secretary:
The primal duties of this position are:
- To record and post meeting minutes
- Provide logistical support for meetings.
- With Chair, compile resources, handouts, etc. for committee meetings

Selection and Term: The Committee Secretary shall be appointed by a majority vote of committee members in January for a one-year term.

Committee Members:
The primal duties of this position are:
- To actively participate in committee discussions and support inclusion initiatives.

Selection and Term: Committee members will be nominated by region, district, or program managers in September. In October the Committee will review nominations and chose new committee members for two-year terms. Half the Committee will turn over each year and new
members start their terms in January. Committee members will consist of two members from each region and two members from Headquarters.

Subcommittee Chairs:
The primal duties of these positions are:
- To consult and inform Committee Sponsors and Committee Chair
- Report to main committee on subcommittee actions
- Current Subcommittees include:
  - Governance
  - Curriculum
Selection and Term: The Subcommittee Chairs shall be appointed from members of the committee by a majority vote of committee members for a one-year term.

Subcommittee Member:
The primal duties of this position are:
- Attend every regularly scheduled sub-committee meeting
- Complete work assignments
- Serve as a resource for fellow staff members when inclusion concerns, issues, and suggestions are made
Selection and Term: Sub-committee terms will be determined by the committee, considering: employee capacity, supervisor approval, and overall ability to support the intended goal of sub-committee. Selection of committee members shall be recommended by sub-committee chair and approved by committee. Sub-committees members should be made up of a diverse workforce with varying levels of experience and perspective.
C. OPRD Inclusion Committee Customer Service Model

E.R.A.

ENGAGE
- Go first
- Create the connection
- Bring your best self

RELATE
- Listen to learn
- Assume positive intent
- Find similarities

ADAPT
- Reevaluate your position
- Take action
- Go further
SECTION IX
Appendix D

A. Agency-specific Federal reporting requirements

B. Executive Order 11246 (OFCCP regulations)

NOT APPLICABLE