

2025-2027

Affirmative Action Plan for Diversity, Equity & Inclusion



OREGON WATER RESOURCES DEPARTMENT

STATE OF OREGON

2025-2027

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AGENCY OVERVIEW

Vision

The vision of the Water Resources Department is to assure sufficient and sustainable water supplies are available to meet current and future needs.

Mission and Objectives

The Department's mission is to serve the public by practicing and promoting responsible water management through two key goals:

- To directly address Oregon's water supply needs
- To restore and protect stream flows and watersheds in order to ensure the long-term sustainability of Oregon's ecosystems, economy, and quality of life

Core Values

Integrity – We are accountable for all that we do. We act with honesty and promote transparency.

Service – We are dedicated to providing outstanding service and treating everyone equitably in our management and stewardship of state resources.

Technical Excellence – We base our resource decisions on law, science, and expertise.

Teamwork – We are united in our mission, relying on one another and working together with the communities we serve.

Forward-Looking – We seek innovative and practical solutions to the water challenges of today and tomorrow.

2019-2024 Strategic Plan

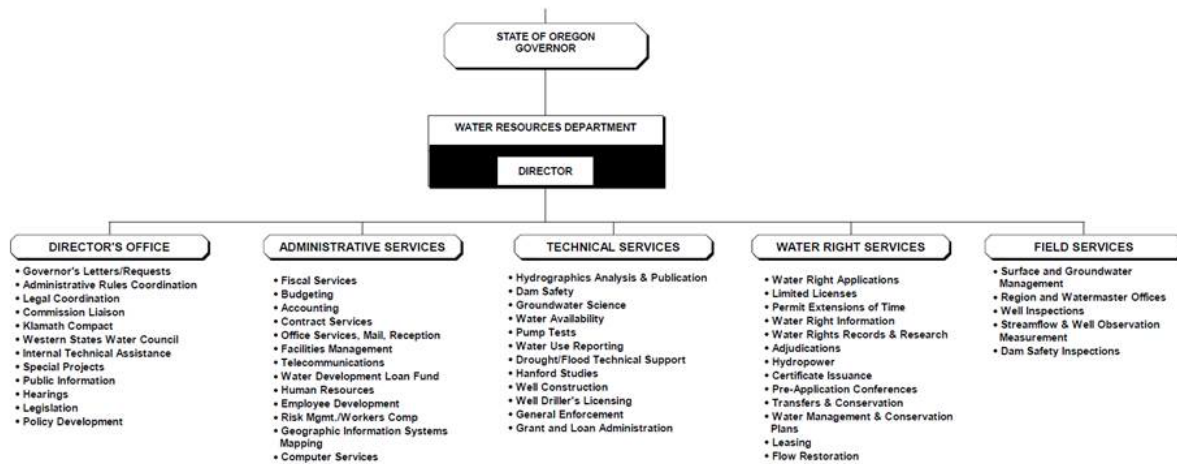
The Oregon Water Resources Department's strategic priorities for 2019-2024 are to:

- Modernize our management of Oregon's surface water and groundwater resources to meet instream and out-of-stream uses
- Work to secure Oregon's instream and out-of-stream water future in the face of increasing water scarcity
- Foster a forward-looking team dedicated to serving Oregonians with integrity and excellence

OWRD

ORGANIZATIONAL

CHART



CONTACTS

Agency Director

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Agency COBID Contracting and Procurement Lead

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ROLES FOR IMPLEMENTATION AND ACCOUNTABILITY MECHANISMS

All Staff

Each employee at WRD is made aware of the expectation to promote a work climate which reflects care, concern and respect for every individual. Each employee is responsible for creating and maintaining an environment that is free of harassment, regardless of age, marital status, people with disabilities, race, religion, national origin, sex, sexual orientation and other protected classes.

Each individual employee's skills, talents, experiences and characteristics broaden the range of perspectives and approaches to the Department's work. All employees play a role in supporting a diverse workforce and an inclusive work environment by demonstrating respect for each other and acting with integrity in every aspect of daily workplace experience.

Executives and Management Staff

The Oregon Water Resources Department's Affirmative Action Plan identifies goals which will help develop and maintain a representative workforce and allow the Agency to provide true equal employment opportunity for all citizens. WRD management and supervisory personnel are directly responsible for the success of affirmative action programs within the Agency, by actively supporting recruitment and career development programs to achieve these goals. Through the implementation of the statewide Performance, Accountability, and Feedback training, managers are beginning to be measured on their efforts in achieving affirmative action goals and creating an inclusive work environment for their staff.

Managers and supervisors are responsible for addressing any type of harassment by their staff. They evaluate their workforce for fair representation of women, people with disabilities, and people of color. They foster and promote an inclusive and welcoming work environment that is diverse and free of discrimination and harassment.

Management and Executive Service position descriptions, as they are updated, will include the following language as required by Executive Order 05-01 and as amended 08-18 and 16-09:

"Foster and promote to employees the importance of a diverse, and discrimination and harassment free workplace; ensure that any subordinate managers/supervisors receive an orientation on the Department's affirmative action goals and responsibilities and understand their own responsibilities for helping promote the affirmative action goals and objectives in the division/section; ensure all subordinate managers/supervisors are evaluated on their effectiveness in carrying out the responsibilities they have for participating in and promoting affirmative action activities; act in a responsible manner if they become aware of any Department employee engaging in any type of harassment."

Affirmative Action Representative

The Affirmative Action Representative is responsible for oversight of the Agency's recruiting and process by providing guidance to agency managers and supervisors regarding staffing options, processes, gathering pertinent information, developing examinations and grading criteria; developing and contacting special recruitment sources; and advising managers and supervisors in recruiting and placing affirmative action applicants through special recruiting sources and on parity for position vacancy EEO category. Take proactive steps to develop diverse applicant pools for position vacancies and assess the diversity of the applicant pool prior to closing the job announcement.

This role leads the development and implementation of the biennial Affirmative Action Plan for Diversity, Equity & Inclusion. It is responsible for monitoring the plan's effectiveness at ensuring a diverse and inclusive work environment and that management employees understand and promote the value of diversity in the workplace.

This representative ensures employment practices are consistent with state and federal affirmative action laws.

The Affirmative Action Representative or a delegate attends DEI Leaders Group facilitated by the Office of Cultural Change. These sessions are a forum to share best practices and allow the agency to take advantage of ideas/resources available in other agencies.

The Affirmative Action Representative will continue to offer career counseling and counsel managers on employee development plans for career advancement. Educates and provides managers with recruitment strategies to hire more employees from diverse backgrounds.

2021-2024 AFFIRMATIVE ACTION PLAN PROGRESS REPORT

In 2021-2022, the agency received many new positions. Total FTE used for reporting in the 19-21 biennium was 156. As of June 2022, our numbers were at 193. As shown in Figures 1.A and 1.B, show further growth reporting 256 and 244 employees at the close of fiscal years 2023 and 2024 respectively. This hiring surge has allowed the department to focus more on diversity in our recruitment efforts, and the numbers are showing it. There has been an overall increase in people of color, in virtually all categories and we anticipate continuing, if not improving upon, these results in the 23-25 biennium and beyond.

In 2021, the agency formed a DEI Team. This team engaged in three projects focused on improving inclusivity in our recruitment process, one of several goals identified in both our 21-23 and 23-25 plans. These projects included the development of a DEI statement that is now included in all agency job postings, creating a bank of DEI focused interview questions for use in selection processes, and working on a proposal for an organization assessment.

The agency is still investigating options for completing an organizational assessment. Last biennium, we were unable to obtain resources to conduct an organizational assessment and are continuing to investigate less-customized options that may be more affordable for the current budget cycle.

During the end of the last biennium, in partnership with the DEI Team, the agency identified trainings in 2023 and required managers to attend a four-part series to broaden their understanding of DEI concepts and increase their comfort level with having discussions around DEI issues. The Team also worked with two consultants to offer voluntary training options for all staff. The agency is evaluating whether it can find additional funding for DEI training this biennium. Another option may be to look for free training resources and have a staff person facilitate.

One effort that may help continue our focus on DEI learning is a new effort launched by our DEI Team called Coffee and Conversations. All employees are invited to attend these sessions which are informal opportunities for discussion hosted by a member of the team. These discussions are framed around educational materials, such as articles, videos, and podcasts, and offer staff a

chance to exchange ideas, appreciate the multitude of diversity in the agency, and broaden their perspective.

We're excited about the work this team has accomplished thus far and their continuing contributions to the goals and strategies included in this plan.

Alignment of agency DEI Plan, Strategic Plan, and Affirmative Action Plans

WRD believes that one integrated plan holistically advances diversity, equity, inclusion, and justice (DEIJ) work and opted to undertake a combined approach. The Affirmative Action Plan is intended to complement the work outlined in the DEI and Strategic workplan with a focus on building an inclusive culture and improving diversity throughout the department.

Leadership evaluation report

Oregon Revised Statute 659A.012 requires agencies to carry out policy against discrimination in employment and requires an evaluation of all management personnel, and their effectiveness in achieving affirmative action objectives as a key consideration of their performance. Traditionally, generalized outcomes around DEI and Affirmative Action have been included in the position descriptions and annual performance evaluations for supervisors, however, recognize the need to improve on these efforts. To that end, the department has created a goal to implement a more structured approach to performance evaluations for management staff that will include a 360 review for each manager. This new review process will include a discussion of the individual's progress towards agency DEI and Affirmative Action efforts.

WORKFORCE DEMOGRAPHIC DATA AND ANALYSIS

Figure 1.A Current staff by job category and reported race/ethnicity as of June 30, 2023.

Figure 1.A	Administrative		Officials and		Paraprofessional		Professionals		(Blank)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	11.1%	3	3.8%	1	0.0%	0	1.7%	3	5.3%	1	3.1%	8
Asian (United States of America)	0.0%	0	0.0%	0	0.0%	0	2.2%	4	0.0%	0	1.6%	4
Black or African American (United States of America)	0.0%	0	0.0%	0	0.0%	0	0.6%	1	5.3%	1	0.8%	2
Hispanic or Latino (United States of America)	7.4%	2	0.0%	0	0.0%	0	3.3%	6	5.3%	1	3.5%	9
I do not wish to answer. (United States of America)	7.4%	2	0.0%	0	0.0%	0	2.8%	5	5.3%	1	3.1%	8
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	1.1%	2	0.0%	0	0.8%	2
Two or More Races (United States of America)	3.7%	1	0.0%	0	0.0%	0	2.8%	5	0.0%	0	2.3%	6
White (United States of America)	70.4%	19	96.2%	25	100.0%	4	85.6%	154	78.9%	15	84.8%	217
Total	100.0%	27	100.0%	26	100.0%	4	100.0%	180	100.0%	19	100.0%	256

Figure 1.B Current staff by job category and reported race/ethnicity as of June 30, 2024.

Figure 1.B	Administrative		Officials and		Paraprofessional		Professionals		Service		(Blank)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	15.0%	3	3.7%	1	0.0%	0	1.7%	3	0.0%	0	0.0%	0	2.9%	7
Asian (United States of America)	0.0%	0	0.0%	0	0.0%	0	3.4%	6	0.0%	0	0.0%	0	2.5%	6
Black or African American (United States of America)	0.0%	0	0.0%	0	0.0%	0	0.6%	1	0.0%	0	0.0%	0	0.4%	1
Hispanic or Latino (United States of America)	5.0%	1	0.0%	0	0.0%	0	5.1%	9	0.0%	0	6.7%	1	4.5%	11
I do not wish to answer. (United States of America)	10.0%	2	0.0%	0	0.0%	0	3.4%	6	100.0%	1	0.0%	0	3.7%	9
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	0.6%	1	0.0%	0	6.7%	1	0.8%	2
Two or More Races (United States of America)	0.0%	0	0.0%	0	0.0%	0	4.0%	7	0.0%	0	0.0%	0	2.9%	7
White (United States of America)	70.0%	14	96.3%	26	100.0%	5	81.3%	143	100.0%	1	86.7%	13	82.8%	202
Total	100.0%	20	100.0%	27	100.0%	5	100.0%	176	100.0%	1	100.0%	15	100.0%	244

Figure 2.A Current staff by age group/generation and their reported race/ethnicity as of June 30, 2023.

Figure 2.A	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 -		Millennials (1981 - 1996)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	4.9%	2	3.4%	3	0.0%	0	2.5%	3	3.1%	8
Asian (United States of America)	0.0%	0	2.3%	2	0.0%	0	1.7%	2	1.6%	4
Black or African American (United States of America)	2.4%	1	1.1%	1	0.0%	0	0.0%	0	0.8%	2
Hispanic or Latino (United States of America)	0.0%	0	2.3%	2	0.0%	0	5.8%	7	3.5%	9
I do not wish to answer. (United States of America)	2.4%	1	5.7%	5	0.0%	0	1.7%	2	3.1%	8
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	1.7%	2	0.8%	2
Two or More Races (United States of America)	2.4%	1	2.3%	2	0.0%	0	2.5%	3	2.3%	6
White (United States of America)	87.8%	36	83.0%	73	100.0%	6	84.3%	102	84.8%	217
Total	100.0%	41	100.0%	88	100.0%	6	100.0%	121	100.0%	256

Figure 2.B Current staff by age group/generation and their reported race/ethnicity as of June 30, 2024.

Figure 2.B	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 -		Millennials (1981 - 1996)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	6.1%	2	3.4%	3	0.0%	0	1.7%	2	2.9%	7
Asian (United States of America)	0.0%	0	2.3%	2	0.0%	0	3.4%	4	2.5%	6
Black or African American (United States of America)	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.4%	1
Hispanic or Latino (United States of America)	0.0%	0	2.3%	2	0.0%	0	7.7%	9	4.5%	11
I do not wish to answer. (United States of America)	3.0%	1	5.7%	5	16.7%	1	1.7%	2	3.7%	9
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	1.7%	2	0.8%	2
Two or More Races (United States of America)	3.0%	1	3.4%	3	0.0%	0	2.6%	3	2.9%	7
White (United States of America)	87.9%	29	81.8%	72	83.3%	5	82.1%	96	82.8%	202
Total	100.0%	33	100.0%	88	100.0%	6	100.0%	117	100.0%	244

Figure 3.A Current staff by gender and their reported race/ethnicity as of June 30, 2023.

Figure 3.A Race/Ethnicity	Female		Male		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	4.9%	6	1.5%	2	3.1%	8
Asian (United States of America)	2.4%	3	0.8%	1	1.6%	4
Black or African American (United States of America)	0.0%	0	1.5%	2	0.8%	2
Hispanic or Latino (United States of America)	2.4%	3	4.5%	6	3.5%	9
I do not wish to answer. (United States of America)	2.4%	3	3.8%	5	3.1%	8
Native Hawaiian or Other Pacific Islander (United States of America)	0.8%	1	0.8%	1	0.8%	2
Two or More Races (United States of America)	3.3%	4	1.5%	2	2.3%	6
White (United States of America)	83.7%	103	85.7%	114	84.8%	217
Total	100.0%	123	100.0%	133	100.0%	256

Figure 3.B Current staff by gender and their reported race/ethnicity as of June 30, 2024.

Figure 3.B Race/Ethnicity	Female		Male		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	5.4%	6	0.8%	1	2.9%	7
Asian (United States of America)	3.6%	4	1.5%	2	2.5%	6
Black or African American (United States of America)	0.0%	0	0.8%	1	0.4%	1
Hispanic or Latino (United States of America)	2.7%	3	6.0%	8	4.5%	11
I do not wish to answer. (United States of America)	2.7%	3	4.5%	6	3.7%	9
Native Hawaiian or Other Pacific Islander (United States of America)	0.9%	1	0.8%	1	0.8%	2
Two or More Races (United States of America)	4.5%	5	1.5%	2	2.9%	7
White (United States of America)	80.2%	89	85.0%	113	82.8%	202
Total	100.0%	111	100.0%	133	100.0%	244

Figure 4.A Current staff by reported disability and their reported race/ethnicity as of June 30, 2023.

Figure 4.A Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	2.8%	7	11.1%	1	3.1%	8
Asian (United States of America)	1.6%	4	0.0%	0	1.6%	4
Black or African American (United States of America)	0.8%	2	0.0%	0	0.8%	2
Hispanic or Latino (United States of America)	3.6%	9	0.0%	0	3.5%	9
I do not wish to answer. (United States of America)	3.2%	8	0.0%	0	3.1%	8
Native Hawaiian or Other Pacific Islander (United States of America)	0.8%	2	0.0%	0	0.8%	2
Two or More Races (United States of America)	2.0%	5	11.1%	1	2.3%	6
White (United States of America)	85.0%	210	77.8%	7	84.8%	217
Total	100.0%	247	100.0%	9	100.0%	256

Figure 4.B Current staff by reported disability and their reported race/ethnicity as of June 30, 2024.

Figure 4.B Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	2.6%	6	11.1%	1	2.9%	7
Asian (United States of America)	2.6%	6	0.0%	0	2.5%	6
Black or African American (United States of America)	0.4%	1	0.0%	0	0.4%	1
Hispanic or Latino (United States of America)	4.7%	11	0.0%	0	4.5%	11
I do not wish to answer. (United States of America)	3.8%	9	0.0%	0	3.7%	9
Native Hawaiian or Other Pacific Islander (United States of America)	0.9%	2	0.0%	0	0.8%	2
Two or More Races (United States of America)	2.6%	6	11.1%	1	2.9%	7
White (United States of America)	83.0%	195	77.8%	7	82.8%	202
Total	100.0%	235	100.0%	9	100.0%	244

Figure 5.A. Current staff by reported veteran's status and their reported race/ethnicity as of June 30, 2023.

Figure 5.A Race/Ethnicity	Not a Veteran		Veteran		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or	3.3%	8	0.0%	0	3.1%	8
Asian (United States of America)	1.6%	4	0.0%	0	1.6%	4
Black or African American (United	0.8%	2	0.0%	0	0.8%	2
Hispanic or Latino (United States of	3.7%	9	0.0%	0	3.5%	9
I do not wish to answer. (United States of America)	2.9%	7	9.1%	1	3.1%	8
Native Hawaiian or Other Pacific Islander	0.8%	2	0.0%	0	0.8%	2
Two or More Races	2.4%	6	0.0%	0	2.3%	6
White (United States of America)	84.5%	207	90.9%	10	84.8%	217
Total	100.0%	245	100.0%	11	100.0%	256

Figure 5.B. Current staff by reported veteran's status and their reported race/ethnicity as of June 30, 2024.

Figure 5.B Race/Ethnicity	Not a Veteran		Veteran		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	3.0%	7	0.0%	0	2.9%	7
Asian (United States of America)	2.6%	6	0.0%	0	2.5%	6
Black or African American (United States of America)	0.4%	1	0.0%	0	0.4%	1
Hispanic or Latino (United States of America)	4.8%	11	0.0%	0	4.5%	11
I do not wish to answer. (United States of America)	3.5%	8	7.1%	1	3.7%	9
Native Hawaiian or Other Pacific Islander (United States of America)	0.9%	2	0.0%	0	0.8%	2
Two or More Races (United States of America)	3.0%	7	0.0%	0	2.9%	7
White (United States of America)	82.2%	189	92.9%	13	82.8%	202
Total	100.0%	230	100.0%	14	100.0%	244

Figure 6.A. Current staff by supervisory status and their reported race/ethnicity as of June 30, 2023.

Figure 6.A Race/Ethnicity	No		Yes		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	3.0%	7	4.2%	1	3.1%	8
Asian (United States of America)	1.7%	4	0.0%	0	1.6%	4
Black or African American (United States of America)	0.9%	2	0.0%	0	0.8%	2
Hispanic or Latino (United States of America)	3.9%	9	0.0%	0	3.5%	9
I do not wish to answer. (United States of America)	3.4%	8	0.0%	0	3.1%	8
Native Hawaiian or Other Pacific Islander (United States of America)	0.9%	2	0.0%	0	0.8%	2
Two or More Races (United States of America)	2.6%	6	0.0%	0	2.3%	6
White (United States of America)	83.7%	195	95.8%	23	84.8%	217
Total	100.0%	233	100.0%	24	100.0%	256

Figure 6.B. Current staff by supervisory status and their reported race/ethnicity as of June 30, 2024.

Figure 6.B Race/Ethnicity	No		Yes		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	3.2%	7	0.0%	0	2.9%	7
Asian (United States of America)	2.7%	6	0.0%	0	2.5%	6
Black or African American (United States of America)	0.5%	1	0.0%	0	0.4%	1
Hispanic or Latino (United States of America)	5.0%	11	0.0%	0	4.5%	11
I do not wish to answer. (United States of America)	4.1%	9	0.0%	0	3.7%	9
Native Hawaiian or Other Pacific Islander (United States of America)	0.9%	2	0.0%	0	0.8%	2
Two or More Races (United States of America)	3.2%	7	0.0%	0	2.9%	7
White (United States of America)	80.9%	178	100.0%	26	82.8%	202
Total	100.0%	220	100.0%	26	100.0%	244

Figure 7.A. Promoted staff by supervisory status and their reported race/ethnicity as of June 30, 2023.

Figure 7.A	Race/Ethnicity	No (Not supervisory)	Yes (Supervisory)	Count
	Two or More Races (United States of America)	2	0	2
White (United States of America)	17	1	18	
Total	19	1	20	

Figure 7.B. Promoted staff by supervisory status and their reported race/ethnicity as of June 30, 2024.

Figure 7.B	Race/Ethnicity	Female	Male	Blank	Count
	Two or More Races (United States of America)	1	1	0	2
White (United States of America)	5	11	2	18	
Total	6	12	2	20	

Figure 7.C Promoted staff by gender and their reported race/ethnicity as of June 30, 2023.

Figure 7.C	Race/Ethnicity	No (Not supervisory)	Yes (Supervisory)	Count
	Hispanic or Latino (United States of America)	1	0	1
White (United States of America)	3	2	5	
Total	4	2	6	

Figure 7.D Promoted staff by gender and their reported race/ethnicity as of June 30, 2024.

Figure 7.D	Race/Ethnicity	Female	Male	Count
	Hispanic or Latino (United States of America)	0	1	1
White (United States of America)	3	2	5	
Total	3	3	6	

Figure 8.A New hires to the state and their reported race/ethnicity between July 1, 2022, and June 30, 2023.

	Race/Ethnicity	Percent	Number
Figure 8.A.	White (United States of America)	78.6%	44
	Hispanic or Latino (United States of America)	7.1%	4
	American Indian or Alaska Native (United States of America)	5.4%	3
	I do not wish to answer. (United States of America)	3.6%	2
	Black or African American (United States of America)	1.8%	1
	Native Hawaiian or Other Pacific Islander (United States of America)	1.8%	1
	Two or More Races (United States of America)	1.8%	1
	Total	100.0%	56

Figure 8.B New hires to the state and their reported race/ethnicity between July 1, 2023, and June 30, 2024.

	Race/Ethnicity	Percent	Number
Figure 8.B	White (United States of America)	75.0%	15
	Hispanic or Latino (United States of America)	10.0%	2
	Asian (United States of America)	5.0%	1
	I do not wish to answer. (United States of America)	5.0%	1
	Two or More Races (United States of America)	5.0%	1
	Total	100.0%	20

Figure 8.C New hires by reported disability between July 1, 2022, and June 30, 2023.

	Disability Reporting	Percent	Number
Figure 8.C	No Reported Disability	92.9%	52
	(Blank)	7.1%	4
	Total	100.0%	56

Figure 8.D New hires by reported disability between July 1, 2023, and June 30, 2024.

	Disability Reporting	Percent	Number
Figure 8.D	No Reported Disability	100.0%	20
	Total	100.0%	20

Figure 8.E New hires by reported veteran's status between July 1, 2022, to June 30, 2023.

	Veteran Status	Percent	Number
Figure 8.E	Not a Veteran	98.2%	55
	Veteran	1.8%	1
	Total	100.0%	56

Figure 8.F New hires by reported veteran's status between July 1, 2023, to June 30, 2024.

	Veteran Status	Percent	Number
Figure 8.F	Not a Veteran	85.0%	17
	Veteran	15.0%	3
	Total	100.0%	20

Figure 8.G New hires by gender between July 1, 2022, and June 30, 2023.

	Gender	Percent	Number
Figure 8.G	Male	53.6%	30
	Female	39.3%	22
	(Blank)	7.1%	4
	Total	100.0%	56

Figure 8.H New hires by gender between July 1, 2023, and June 30, 2024.

	Gender	Percent	Number
Figure 8.H	Male	70.0%	14
	Female	30.0%	6
	Total	100.0%	20

Figure 8.I New hires by age group/generation between July 1, 2022, and June 30, 2023.

	Generation	Percent	Number
Figure 8.I	Millennials (1981 - 1996)	55.4%	31
	Generation X (1965 - 1980)	21.4%	12
	Baby Boomers (1947 - 1964)	8.9%	5
	Generation Z (1997 - Current)	7.1%	4
	(Blank)	7.1%	4
	Total	100.0%	56

Figure 8.J New hires by age group/generation between July 1, 2023, and June 30, 2024.

	Generation	Percent	Number
Figure 8.J	Millennials (1981 - 1996)	55.0%	11
	Generation X (1965 - 1980)	35.0%	7
	Generation Z (1997 - Current)	10.0%	2
	Total	100.0%	20

2025-2027 AFFIRMATIVE ACTION GOALS AND STRATEGIES

GOALS, STRATEGIES AND PLANNED ACTIONS 2025-2027

G1: RECRUITMENT

By September 30, 2024, explore feasibility of posting WRD positions with community outreach programs in Oregon, such as Partners in Diversity or the Urban League, and for recruiters to attend community organization career fairs that represent DEI partners.

By December 31, 2024, work with community engagement partners to identify potential recruitment contacts with underrepresented community organizations or partners to engage in career outreach and career development support around natural resource jobs and other critical positions.

G2: SELECTION

By June 30, 2026, increase the number of diverse applicants that are interviewed. Encourage leadership to ensure that hiring panels are diverse and promote neutrality. Recommend panels include at least one member from outside the functional unit. Explore feasibility of internal anti-bias training or creating resources for hiring panels and others who participate in the application screening process.

G3: RETENTION

By December 31, 2025, work with DEI Team to identify training opportunities or resources that could improve the sense of belonging at WRD.

G4: LEADERSHIP EVALUATION

By December 1, 2024, establish a more structured format for leaders to be evaluated against affirmative action and inclusion goals.

G5: EMPLOYEE ENGAGEMENT

WRD's 2025 Employee Engagement Survey will show improved results over 2024.

G6: SUCCESSION PLAN

By April 30, 2025, establish guidance or framework for hiring student interns at WRD. This program will help expose females, people of color, and persons with disabilities to natural resource careers and encourages them to apply for positions in the agency. Ensure interns are provided meaningful, real life work experience related directly to their career goals and academic degrees.

By September 30, 2024, implement a more consistent and formalized approach to onboarding new staff and managers to WRD.

By July 31, 2025, develop tools for effective knowledge capture and transfer to improve success of incumbents to new positions or roles.

COMPLAINT OPTIONS

WRD uses the state’s “Maintaining a Professional Workplace” policy as a model for reporting and responding to employee complaints. This process is documented in a WRD Complaint Procedure and is posted on the employee intranet and on bulletin boards. The procedure was communicated to all employees on March 31, 2020, and will be re-communicated to all employees in August 2024.

Any individual who feels he/she may have been discriminated against in any way is encouraged to file a complaint. Complaints received will be investigated in a timely manner.

SUCCESSION PLAN

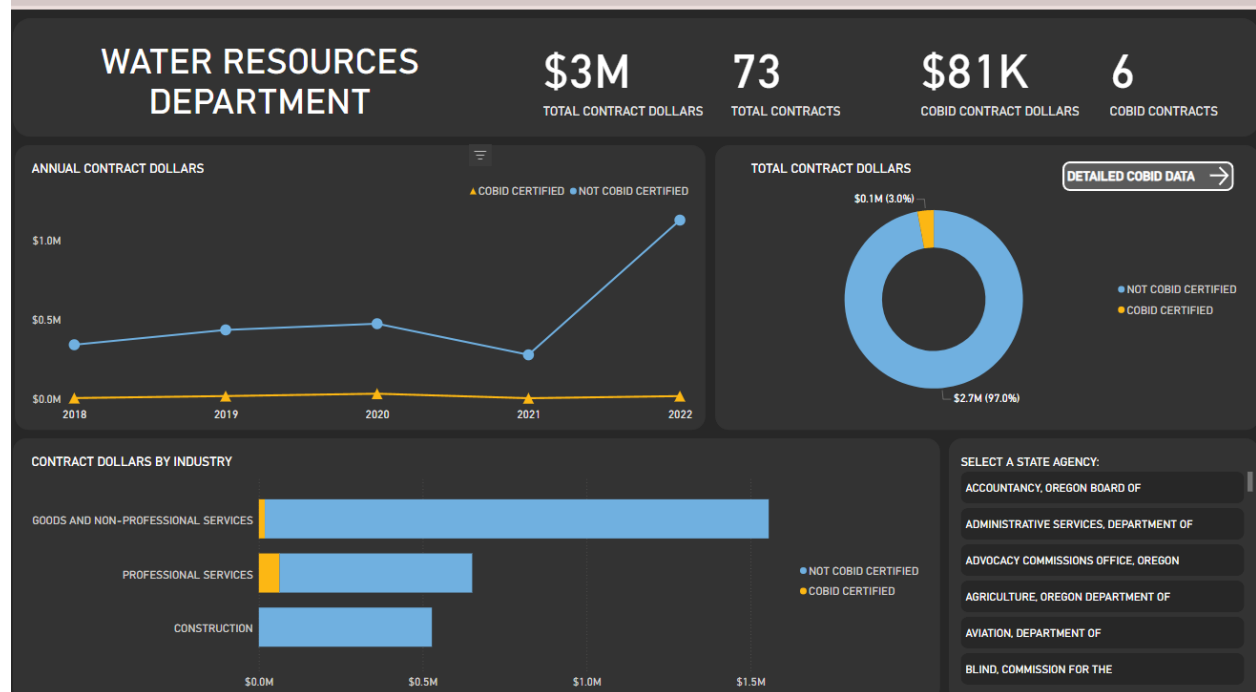
As part of Governor Kotek’s expectations, WRD developed a Succession Plan in 2023 and will be providing an update by December 31, 2024. Some related goals from this plan are included in the 2025-2027 Goals, Strategies, and Planned Actions above.

CONTRACTING

ORS 659A.015 requires affirmative action reports to include information on awards of construction, service, and personal service contracts awarded to minority businesses.

For the reporting period of July 1, 2017, through June 30, 2022, the total value of new Water Resources Department contracts, agreements and grants was \$3,000,000 million dollars and 73 contracts. Out of those 73 contracts, 6 were to COBID certified firms with a value of \$81,000.

WRD Procurement Dashboard



APPENDICES

Appendix A: Affirmative Action Policies

Agency

It is the policy of the Oregon Water Resources Department (WRD) to provide employment and advancement opportunities, through an affirmative action plan, to all qualified candidates regardless of age, marital status, people with disabilities, race, religion, national origin, sex, sexual orientation and other protected classes.

The Oregon Water Resources Department's Affirmative Action Plan will be applied with commitment and good faith efforts to ensure the hiring and advancement of women, people of color and persons with disabilities, as well as fostering a work environment that is welcoming and free of harassment.

We recognize that a policy of nondiscrimination will not necessarily result in a work force which includes appropriate representation of females, persons of color, and persons with disabilities in all job classifications. Affirmative action provides active, assertive, and positive steps for eliminating the effects of past and present discrimination, intended or unintended, in the workplace.

The Oregon Water Resources Department is committed to creating a work environment in which all employees are valued, treated fairly, and given opportunities to develop to their full potential. Having a diverse, highly professional, motivated, and multidisciplinary staff helps the Department fulfill its mission to serve the public. The Department continually strives to provide services to our customers that are representative of an acceptance and inclusion of diverse perspectives and experiences.

Diversity to us includes many dimensions and we strive to reflect in our staff, volunteers and commission members, the diversity of the Oregon communities we serve. It is our vision to:

- Understand and appreciate differences among people,
- Utilize that understanding and appreciation to improve our services, and
- Foster a work culture that is welcoming and inclusive to all.

State and Federal Affirmative Action Policies are accessible to all employees via the agency's biennial Affirmative Action Plan for Diversity, Equity & Inclusion in addition to resources available through the agency intranet. The full plan is communicated and made available to all employees each biennium. The full list of documents is included in the appendices.

State Policies and Resources

- Affirmative Action Policy (ORS 182.100)
- Policy of affirmative action and fair and equal employment opportunities and advancement (ORS 243.305)
- Unlawful Discrimination in Employment, Public Accommodations and Real Property Transactions; Administrative and Civil Enforcement (ORS 659A.012, 659A.015)
- Statewide Diversity, Equity, and Inclusion Action Plan
- Executive Order 22-11
- ADA and Reasonable Accommodation Policy (Statewide policy 50.020.10)

- Discrimination and Harassment Free Workplace (Statewide policy 50.010.01)
- Duties of Administrator (ORS 240.145)
- Rules Applicable to Management Services (ORS 240.250)
- Recruitment and Selection (Statewide policy 40.010.02)
- Veterans Preference in Public Employment (ORS 408.230)
- Equal Opportunity and Affirmative Action Rule (105.040.0001)

Federal Policies and Resources:

- 2023 EEO-4 Data Collection Instruction Booklet (eeocdata.org)
- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Genetic Information Discrimination Title II of the Genetic Information
- Nondiscrimination Act of 2008 (GINA)
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963
- Title VII of the Civil Rights Act of 1964
- Retaliation Title VII of Civil Agency Affirmative Action Policy
- Executive Order 11246 (OFCCP regulations)

Appendix B - Job Category Definitions

Officials – Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency’s operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment, and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors, and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers, and weighers), and kindred workers.

Protective Service: Occupations in which workers are entrusted with public safety, security

and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a New Careers concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemaker aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Administrative Support: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service – Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.