



# **OREGON BOARD OF PHARMACY**

## **Affirmative Action Plan 2025-2027**



# Oregon

Tina Kotek, Governor

## Oregon Board of Pharmacy

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The Oregon Board of Pharmacy (OBOP) prioritizes building a more inclusive and diverse workforce. By recruiting, developing, and retaining high performing staff, the board aims to better serve all Oregonians. The board is committed to and aligned with Governor Kotek's priorities on education, good governance, enhanced customer service, and advancing public safety.

The Affirmative Action Plan represents the agency's commitment to Diversity, Equity, Inclusion and Belonging and dedication to both the Oregonians and equal opportunity and affirmative action in employment and public service in compliance with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. The OBOP Affirmative Action Plan has my complete support and commitment.

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**Rosa Klein**

Interim Executive Director

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## Introduction

### 1. Overview

The Oregon Board of Pharmacy was created by the Oregon State Legislature in 1891. Today, the board consists of nine members, five members are licensed pharmacists, two are licensed pharmacy technicians and two are representatives of the public. The Governor appoints each member of the board for a term of four years, subject to approval by the State Senate, and they may be reappointed.

The Oregon Board of Pharmacy is headquartered in Portland and currently consists of 24 dedicated agency staff members who, in addition to supporting the board, provide services in Licensing, Compliance, Administrative Services, and Operations.

The Licensing Department is responsible for the processing of license and registration applications and renewals. There are 37 license categories, including Pharmacists, Interns, Pharmacy Technicians, and multiple types of drug outlets including retail and institutional pharmacies, non-prescription, wholesaler, manufacturer, and others. This team manages over 32,000 active licenses.

The Compliance Department is responsible for investigations and inspections to ensure that Licensees and Registrants meet standards for safe and legal dispensing, distribution, and delivery of drugs. In addition, this team actively responds to inquiries and assists in providing educational outreach. The department relies on close collaboration with various state and federal regulatory agencies to regulate practice, and ensure patient safety, health, and welfare.

The Administrative Services Department is responsible for ensuring the agency is compliant with State processes of financial management, procurement, information technology, public record requests, agency policy, training, program coordination, and overall office management.

The Executive Department is responsible for day-to-day agency operations, strategy, personnel management, legislative processes, communications including public outreach, rulemaking, records management, agency staff committee management, affirmative action, and diversity, equity, and inclusion, and succession planning.

### 2. Mission & Objectives

**Mission:** The Oregon Board of Pharmacy serves to promote and protect public health, safety, and welfare by ensuring high standards in the practice of pharmacy and through effective regulation of the manufacture and distribution of drugs.

**Vision:** All Oregonians have equitable access to medication and pharmacy services, provided safely and conveniently, through a network of highly skilled and dedicated Pharmacists, Interns and Pharmacy Technicians along with a well-regulated manufacturing and distribution network.

**Equity Statement:** The Oregon Board of Pharmacy is committed to Diversity, Equity, Inclusion, and Belonging (DEIB) within its organization and for the public it serves. This commitment is reflected in board membership, agency staffing, the services provided, and its efforts to promote patient safety and ensure access to quality pharmacy care. Our actions, outlined in our DEIB and Affirmative Action Plans, demonstrate this commitment. The following principles guide our approach:

- Promote a welcoming, safe, and inclusive culture for people of all backgrounds.
- Foster an inclusive environment where all current and prospective licensees and registrants receive fair and unbiased service from the agency staff and board.
- Advance Diversity and Equity in access through culturally responsive service delivery that addresses the changing climate within the pharmacy profession.
- Ensure all patients needing pharmacy services are able to receive safe and timely access to medications, regardless of place of residence, economic or social status, physical ability, ethnicity, or gender identity.

**Values:** These values reflect both how the board and agency staff strive to conduct ourselves, and the behaviors the board seeks to instill across the practice of pharmacy in Oregon.

- **Equity** - *Each individual and group are valued, respected, and treated fairly, ensuring equal access to medications and support for their unique and diverse requirements.*
- **Service** - *We deliver a consistent standard of excellence in all work and respond promptly to the needs of patients, Licensees, Registrants, providers and partners.*
- **Safety** - *We are committed to protecting the health, safety, and welfare of the public. Safety is the foundation of the board's Mission.*
- **Adaptability** - *We are open to new ideas and to responding to the changing needs and challenges in the field of healthcare and pharmacy.*
- **Integrity & Accountability** - *Transparency and honesty govern the board's work. We accept responsibility for our actions, products, decisions, and policies.*
- **Professionalism** - *We are committed to promoting excellence in pharmacy practice through expertise, commitment, and competence.*

### 3. Key Employees

#### **Executive Director**

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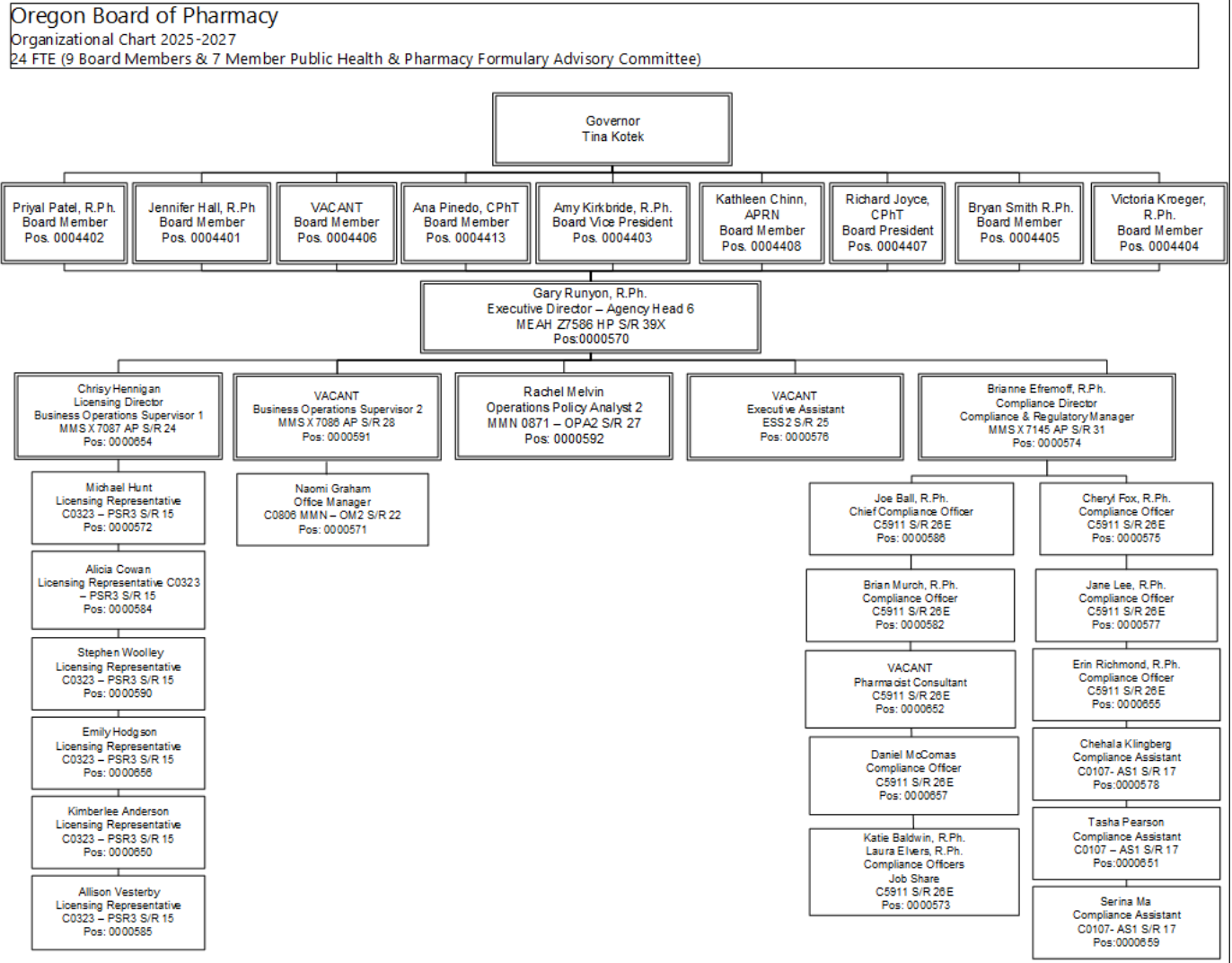
**Equity Leader**

\*Vacant

**Lead for Certification Office for Business Inclusion and Diversity (COBID) Contracting and Procurement**

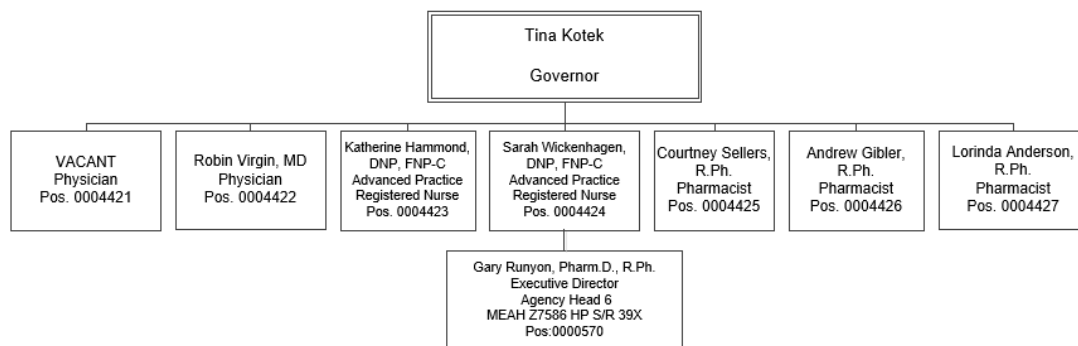
\*Vacant

## 4. Organization Chart



## 2025-2027 | OBOP Affirmative Action Plan

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**PUBLIC HEALTH AND PHARMACY FORMULARY ADVISORY COMMITTEE**  
Established January 1, 2018

Members are appointed by the Governor to make recommendations to the Oregon Board of Pharmacy regarding pharmacist prescriptive authority



### 5. Agency Affirmative Action Policy

#### **Statement:**

The Oregon Board of Pharmacy (OBOP) is committed to Diversity, Equity, Inclusion, and Belonging (DEIB) within its organization and for the public it serves. This commitment is reflected in board membership, agency staffing, the services provided, and its efforts to promote patient safety and ensure access to quality pharmacy care. Each individual and group are valued, respected, and treated fairly, ensuring equal access to medications and support for their unique and diverse requirements.

#### **Policy:**

All Oregon Board of Pharmacy employees must adhere to the Affirmative Action Policy and Plan. Oregon Revised Statute 659A.012 – 659.015 requires agencies to carry out policy against discrimination in employment. The OBOP is an equal-opportunity employer that is committed to a proactive role in the recruitment and selection process.

The OBOP will ensure that we provide an environment for all applicants and employees that is free from sexual harassment and intimidation, creating a professional workplace environment regardless of an individual's race, color, religion, gender, sexual orientation, national origin, age, or disability.

The OBOP is committed to providing broad and culturally enriched training, career growth and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities, and their value of diversity.

The roles and responsibilities related to Affirmative Action are outlined for all staff in this plan, and the principles outlined in our Equity Statement above guide our approach.

The Affirmative Action Plan is posted on the agency's website, as well as in the executive director's office. All newly appointed board and committee members, new employees and contracted vendors are provided with the link to the plan.

Agency staff are provided with contact information and available resources and are encouraged to bring all complaints to the attention of the executive director or alternate designee in accordance with ORS Chapter 659A. The current agency Designated Individual(s) are:

- Rebecca Avila, Department of Administrative Services, Client Agency Human Resources Manager
- Gary Runyon, Pharm.D., R.Ph., Executive Director

### Roles for Implementation of Affirmative Action Plan

1. Roles and Responsibilities for Plan Implementation; and
2. Accountability Mechanisms

#### Executive Director:

- **DEIB Communication:** Regularly communicate the importance of a discrimination-free, diverse, and harassment-free workplace. Lead by example by participating in cultural diversity training sessions and orientations. For example, send out all-staff emails addressing racial justice and promote educational opportunities on equity.
- **Human Resources Partnership:** Schedule and conduct frequent meetings with the Human Resources Manager to review equal employment opportunities, evaluate affirmative action and diversity progress, and identify issues. Approve and monitor strategies and timelines for meeting these goals.
- **Accountability:** Be held accountable through annual performance evaluations. These evaluations will include ratings on the Director's ability to build DEIB organizational capacity and whether they foster and promote an inclusive work environment.
- **Manager Accountability:** Hold managers accountable for participating in and promoting affirmative action activities. Ensure they communicate this responsibility to their employees. The effectiveness of managers and supervisors in promoting DEI organizational capacity and fostering an inclusive work environment will be included in their quarterly check-ins. In support of the statewide adoption of the [Performance Accountability and Feedback](#) process, managers and employees no longer receive annual performance evaluations and receive quarterly performance check-ins. [ORS 659A.012\(1\)](#) states:

*“To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, 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.”*

#### Managers & Supervisors:

- **DEIB Communication:** Encourage and promote a discrimination-free, diverse, and harassment-free workplace. Support affirmative action goals and objectives. Ensure staff are knowledgeable about the OBOP policies and procedures that encourage an inclusive environment.
- **Filling Vacancies:** Work with Human Resources to utilize State of Oregon policies, procedures, laws, and rules if applicable in filling vacancies. Use diverse recruitment strategies to identify and attract candidates. Establish interview panels that represent protected-class groups, Attend equal opportunity, affirmative action, and other diversity-related training to stay informed on current issues.

- **Job Applicants:** Inform job applicants that the board is an equal opportunity employer committed to workforce diversity. Provide the board's Affirmative Action Plan for applicants to review upon request.
- **Orientations and Evaluations:** Receive an orientation on the board's affirmative action goals. Ensure new employees receive the Affirmative Action Plan during their orientation. Support employees to understand their responsibilities and evaluate their progress in achieving these goals and objectives.
- **Skill-building:** Enhance the skills of current employees through mentoring, job rotations, and formal training to prepare them for higher-level positions within the organization and the State.
- **Internal Harassment:** Act promptly to address and/or report any harassment incidents within the agency.
- **DEIB Trainings and Events:** Managers and supervisors are encouraged to attend trainings and/or events related to DEIB applicable to their program areas.
- **Accountability:** Leadership Team members will evaluate their direct report managers on their effectiveness in operationalizing equity in their day-to-day duties.

### **Affirmative Action Representatives:**

- **DEIB Communication:** Collaborate with the executive director, managers, supervisors, and committees to promote a diverse workforce and an inclusive work environment. Display the board's Affirmative Action Policy Statement in the office.
- **Plan Updates:** Update Affirmative Action Plan every two years. Obtain support for proposed changes to the Affirmative Action Plan to reach goals and objectives.
- **Policy and Plan:** Provide electronic copies of the OBOP Affirmative Action Policy Statement and Plan to all managers, supervisors, and employees. Provide copies to job applicants upon request. Recommend changes to the plan and update it as required. Compile statistics and inform management of the board's Affirmative Action status during leadership meetings.
- **Stay Updated:** Inform management of the latest law and rule changes pertaining to EEO/AA. Attend Affirmative Action meetings and Office of Cultural Change events as available.
- **Report Progress:** Report Affirmative Action Plan activity progress to the executive director and to agency staff at staff meetings.
- **Policy Reviews:** Assess new and revised policies for potential adverse impacts on the board's commitment to affirmative action and equal employment opportunities.
- **Agency Trainings:** Ensure agency trainings are free from discrimination based on race, religion, national origin, age, gender, sexual orientation, veteran status, or disability, visible and invisible.
- **New Trainings:** Research and present training opportunities to all staff related to diversity, equity, inclusion, and belonging.
- **Career Development:** Inform employees of career development opportunities and assist with meeting promotional job requirements.
- **DEIB Trainings and Events:** Affirmative action representatives are encouraged to attend trainings and/or events related to DEIB applicable to their program areas.

- **Accountability:** Affirmative action representatives will be evaluated by their respective managers on their ability to operationalize equity in their day-to-day duties.

### Non-managerial Employees:

- **Orientation:** All new employees receive information about their rights and responsibilities under the board's Affirmative Action Plan during orientation.
- **DEIB Resources:** Non-managerial staff are encouraged to read resources about DEIB sent to them by the DEIB Committee and affirmative action representatives.
- **DEIB Trainings and Events:** Non-managerial staff are encouraged to attend trainings and/or events related to diversity, equity, inclusion, and belonging applicable to their program areas as they become available.
- **Accountability:** Non-managerial employees will be evaluated on their ability to operationalize equity in their day-to-day duties in their quarterly check-ins.

### Board Members:

- **Orientation:** Receive Affirmative Action Plan during onboarding. Additionally, provide newly appointed board and Public Health and Pharmacy Formulary Advisory Committee (PHPFAC) members with the current agency Affirmative Action Plan.
- **Plan Review:** Support Affirmative Action Plan development by reviewing amended versions every biennium.
- **Meeting Agendas:** Include the mission, vision, equity statement, and values on all board meeting agendas.

### 2023-2025 Affirmative Action Plan Progress Report

**Our Goal:** Hire and Retain Underrepresented Groups

#### 1. Progress towards Strategies and Goals

The Oregon Board of Pharmacy (OBOP) had a 2023-2025 Affirmative Action Plan which determined the agency required focus on improving hiring and retention practices in order to fill in gaps in diversity.

##### **Progress: Recruitment**

The agency underwent an extensive overhaul of hiring practices in partnership with the executive director, HR, Office of Culture Change, and Hiring Managers. During this process, the agency developed a robust recruitment toolkit to create process consistency across the agency. It also incorporated DEIB principles to enhance accessibility and increase fairness in the interview process.

Key changes to recruitment include:

- Development of a comprehensive recruitment plan that clearly identifies each step and action items to be used across the agency.
- Inclusion of DEIB language in job listing.
- Identification of additional sources for posting job listings to reach out to historically excluded groups:
  - [National Alliance for Partnerships in Equity \(NAPE\)](#)
  - [Portland NCAAP](#)
  - [Urban League of Portland, Oregon](#)
  - [Coalition of Communities of Color](#)
  - [Portland Development Commission](#)
  - [APANO Communities United Fund](#)
- Bias Interrupters resources for Hiring Managers.
- Continuation of using VidCruiter for first round structured interview to promote both accessibility and equity in the interview process.
- Collaboration with Office of Cultural Change as first round interview panel participants.

Using the new recruitment toolkit, the agency filled four vacant positions and increased diversity, skillset, and culture with the hiring of people of color and those who identify as LGBTQ2SIA+.

##### **Progress: Retention**

The agency has taken a multi-step process to understand its current workforce culture, Considering employee morale and its relation to retention as important factors of culture, the agency has determined areas for improvement, growth, and belonging.

Under the leadership of former Executive Director Fox, and as a first step towards intra-agency collaboration for inclusion, belonging, and cultivation of culture, the agency created the Employee Engagement Committee, DEIB Champions Committee, and the Leadership Development Committee. The committees discuss, actively listen, and work towards understanding each program area's unique challenges to problem solve together.

- **DEIB Champions Committee**

- **Role:** Development of the agency's DEIB Plan, creation of a diverse, equitable and inclusive workplace, identification of systematic inequities internally and externally, and embedding equity-building practices agency-wide.
- **Progress:** The DEIB Champion Committee worked to identify DEIB actions both for agency staff, licensees and other interested parties, creating an actionable 2024-2026 DEIB Plan, which was met with praise and approval from the board. Additionally, the DEIB and EEC collaborated to produce a series of educational emails about the history of Juneteenth.
- **Training:** The committee provided access to training for all staff: Identifying Personal and Professional Limitations and Boundaries held by the City of Portland and Office of Community & Civic Life.

- **Employee Engagement Committee (EEC)**

- **Role:** Development of a workplace that values employee engagement and well-being.
- **Progress:** The Employee Engagement Committee presented team-building exercise ideas to the Leadership Team for quarterly all-staff meetings. These ideas included using icebreaker activities to encourage discussion, providing learning opportunities to create connections, and hosting Canopy to present on personal well-being and employee resources. These ideas were implemented in June 2024. The EEC is also partnering with the DEIB committee to recognize important international/national days and heritage months, providing opportunities for learning and understanding.

- **Leadership Development Committee**

- **Role:** Identifying equal opportunity professional development agency-wide.
- **Progress:** April 2024 – July 2024 Professional Leadership Development course taken by most of the agency.
- **Training:** The entire agency was enrolled in a High Performance Leadership Training program containing four courses:
  1. Leadership Mindset & Positive Engagement
  2. Leading Effective Change
  3. Communication and Collaboration
  4. Leading High Performance Teams

### 2. Promotions

#### **Supervisor Promotion by Racial Categories & Gender**

No promotions to supervisory roles were made as of June 30, 2024.

#### **Non-Supervisor Promotion by Racial Categories & Gender**

No promotions to non-supervisory roles were made as of June 30, 2024.

### 3. Other Accomplishments

1. The agency hired a strategic initiatives manager to lead planning, implementation, progress tracking, and measurement for the Strategic Plan, the DEIB Plan, and Affirmative Action Plan to ensure the agency is meeting goals and deadlines. This position will develop the Affirmative Action Plan, update the plans in the future, and operationalize these three plans with both internal and external lenses incorporated. The strategic initiatives manager will lead content creation for and deliver key components of the Affirmative Action and DEIB plan.
2. The executive director, Leadership Team, and agency staff actively provide outreach to schools and colleges of pharmacy four to six times each year.
3. The executive director leads the agency by being an active participant in Office of Cultural Change meetings.
4. Former Executive Director Fox participated in Black History Month panel discussion that brought together Black, African, and African American DEI practitioners from eight different state agencies titled, "[The Unique Perspectives of State Government DEI Practitioners of the African Diaspora](#)". Sharing their lived experiences and perspectives, the panelists discussed motivations for entering the field, the unique challenges they faced, and areas lacking support and advice for newcomers. The recording was shared with agency staff.
5. Juneteenth 2024 was observed at the agency. Members of the Leadership Team attended Juneteenth events and the Employee Engagement Committee and DEIB Committee collaborated to produce a series of 4 emails sent over the week:
  - 06/16/24: Introduction to Juneteenth by Executive Director Fox to staff
  - 06/17/24: Historical Context of Juneteenth and resources for further learning to staff
  - 06/18/24: Official Juneteenth message from Executive Director Fox to board members and staff
  - 06/20/24: Photos and videos of Juneteenth celebrations through the years along with interesting facts and resources surrounding the culture of Juneteenth celebration

The Office of Cultural Change appreciated the series, and, with permission from Executive Director Fox, shared his official message with the DEI Leaders across all state agencies and the Governor's Office.

6. Quarterly all-staff meetings have been implemented for team building and belonging, high-level updates, and opportunities to learn. Guests from across the Governor's Office, DAS, the Office of Culture Change, Shared Financial Management Services, Human Resources, and Canopy have presented their areas of expertise at these meetings. Additionally, the executive director makes time to answer questions from staff members.
7. Upon adoption of the 2024 -2029 Strategic Plan, the Board President now reads the equity statement at all public meetings.
8. Quarterly staff check-ins have been updated to discuss operationalizing equity in day-to-day duties and DEIB practice.
9. Members of the Leadership Team attended trauma informed care trainings.
10. The Licensing Director and Office Manager started a DEIB, leadership and personal development book club.

#### 4. Alignment of Affirmative Action Plan with DEIB Plan & Strategic Plan

##### Strategic Plan

The [OBOP Strategic Plan \(2024-2029\)](#) integrates our ongoing DEIB and Affirmative Action work with our future goals, while addressing our internal needs. In this Strategic Plan, the pillar, "Operations", was added due to growing work volumes and expanding priorities requiring the agency to become more efficient and customer focused.

This focus on diversity and customer service strengthens the agency's ability to support entities with the information and resources they need to deliver safe and effective pharmacy services. Here are the "Operations" goals from the Strategic Plan and related actions:

**Goal A:** Address opportunities to promote efficiency and access to board provided services and support.

##### Key Actions:

1. Continuously enhance the online information and tools provided to Licensees, Registrants, and the public prioritizing user-friendliness and accessibility.



- a. Regularly evaluate the effectiveness of Registrant self-inspection forms and guidance documents to ensure they remain relevant, informative, and easy to understand.

**Goal B.** Ensure the agency has capacity, capability and diversity to achieve operational and strategic priorities, deliver effective service to customers, and optimize resource utilization.

**Key Actions:**

1. Conduct a comprehensive analysis of agency staff roles, diversity, skill levels, budgets, and organizational culture in relation to workload, priorities, and values.
2. Complete and execute a succession and development plan to promote growth in staff skills and avoid gaps related to potential turnover.
3. Implement realignments to agency staffing levels, roles and responsibilities as needed to achieve Key Performance Measures, promote agency staff diversity, foster strong morale, and deliver on key goals.
4. Evaluate existing processes, procedures, and systems/software tools to identify and take action to streamline operations and ensure high quality performance with an emphasis on patient safety.
5. Support the Governor's strategic initiatives and fulfill all agency requirements within the assigned timeframes.

**Goal C.** Improve support for board member engagement and participation.

**Key Actions:**

1. Strengthen and reinforce board member onboarding and orientation process, ensuring a regular review of procedures and responsibilities and supporting the diverse backgrounds and needs of each individual.

These goals and actions in the Strategic Plan consider online information and tool accessibility and address the diverse backgrounds and needs of individuals in onboarding documents and trainings. They also ensure a thorough analysis of current roles, diversity, and organizational culture, enabling targeted strategies to address gaps and promote inclusivity.

Additionally, the implementation of a succession and development plan fosters skill growth and prepares the agency for potential turnover. This will hopefully lead to retaining staff and maintaining a diverse and capable workforce.

### **DEIB Plan**

As of June 2024, the Office of Cultural Change approved the finalized OBOP Diversity, Equity, Inclusion, and Belonging (DEIB) Plan. The OBOP DEIB Plan was drafted to embed DEIB principles into the OBOP's workplace culture, mission, communication methods, agency policies, and decision-making processes. The plan focuses on prioritized, measurable, and actionable strategies.

The OBOP recognizes and deeply values the lived experiences, unique talents, skills and perspectives of a culturally rich and ethnically diverse board, Public Health and Pharmacy Formulary Advisory Committee (PHPFAC), and agency staff. To this end, the Oregon Board of Pharmacy has been working in partnership with the DAS Office of Cultural Change to gather information, identify areas for improvement, develop best practices, and explore how to engage with the community using outreach.

By upholding our commitment to establishing a safe, inclusive, and accessible environment with no tolerance for racism, hate, and discrimination, the OBOP DEIB Plan will be used to ensure that everyone feels welcomed, respected, and valued. This is the approach the DEIB Plan is taking to contribute to a thriving and supportive workplace that enhances the agency's service to its mission, values, and organization. These are the strategies within the DEIB Plan:

#### **Strategy 1: Inclusive Communications**

#### **Strategy 2: Community Engagement**

#### **Strategy 3: Creating an Inclusive Workplace with no Tolerance for Racism, Hate and Discrimination**

##### **Strategy 3 Actions include actions related to affirmative action, such as:**

- Produce OBOP 2025-27 Affirmative Action Plan - [Current OBOP 2023-2025 AA Plan](#)
- Establish a DEI Champions Committee consisting of Leadership Team members and representatives from each department
- Collaborate with the Employee Engagement Committee (EEC) to obtain and distribute DEIB resources to board and agency staff
- Work with Office of Cultural Change to recruit a DEI Subject Matter Expert to present at a future all-staff meeting
- Establish Employee Engagement Committee (EEC) consisting of representatives from each agency department
- Hold all-staff meetings and incorporate various topics, guest speakers, and Subject Matter Experts
- Procure the Gallup Q12 Employee Engagement Survey
- Invest and implement 12-week Professional Development Leadership Training to develop a culture of learning

- Work-Life Balance/Health & Wellness – Provide agency staff with training opportunities related to work-life balance, health and wellness (e.g., Trauma Informed Care Services)

### Strategy 4: Disaggregated Data as a Lever

**Strategy 4 Actions include actions related to affirmative action, such as:**

- The agency will execute the Gallup Q12 Employee Engagement Survey
- Leadership Team will analyze the Gallup Q12 Employee Engagement Survey results and determine next steps to increase employee engagement
- Compile board member, PHPFAC member and agency staff workforce data
- Compile and analyze Licensee Demographic Data by age, gender, race and Ethnicity to identify trends and gaps in licensee demographics and use this data to determine future community outreach goals
- Compile and analyze most recent OHA Workforce Data for Pharmacists and Certified Oregon Pharmacy Technicians practicing in Oregon to identify pharmacy trends to inform policy discussion to bring to a future board meeting
- Compile and analyze OHA Workforce Supply between Counties to identify trends and gaps in population-to-provider ratios for Pharmacists, utilize data to inform board policy discussion at a future board meeting
- Compile and analyze OHA Workforce Supply between Counties to identify trends and gaps in population-to-provider ratios for Certified Oregon Pharmacy Technicians, utilize data to inform board policy discussion at a future board meeting

## 5. Leadership Evaluation Report – ORS 659A.012

### Executive Director Evaluation

For management personnel, the State of Oregon has transitioned to the [Performance Accountability and Feedback \(PAF\) model](#), requiring quarterly check-ins. [ORS 659A.012](#) requires agencies “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 consideration of the manager’s or supervisor’s performance.”

Therefore, small boards and commissions, including the OBOP, must conduct annual evaluations per legislative requirements. The executive director’s annual evaluation generally takes place during the month of the executive director’s employment anniversary. However, the OBOP’s last evaluation for the former executive director was in 2022, and as he extended his tenure in 2023 to aid in recruitment efforts, the 2023

evaluation was omitted. The next evaluation (the first for Executive Director Fox) was scheduled for November 2024, however Executive Director Fox submitted his resignation in September 2024. The agency is in active recruitment for a new executive director. The next evaluation will occur on their anniversary and will be reported on in the next Affirmative Action Plan.

### Leadership Team Evaluations

The executive director has quarterly check-ins with members of the Leadership Team. These managers will be assessed on the steps they are taking to advance the agency's DEI and affirmative action goals. Below are a few of the expectations for the Leadership Team:

- **Performance Expectation #4:** Focus on operationalizing equity in your day-to-day duties and DEI practice.
  - The goal of this expectation is to promote and set the tone for the rest of the agency on the importance of a diverse and respectful workplace.
- **Performance Expectation #5:** Intentional efforts made on professional development and growth through training and leadership courses.
  - The goal of this expectation is to encourage participation in training programs that support leadership, engagement, and affirmative action objectives.

During the first year of the biennium, the agency's Leadership Team participated in a 12-week leadership academy training program focused on building inclusion within their teams. A few focus areas of the training included: how to empower staff, how to create a positive work environment through leadership, how to see success as a social journey, and effective and inclusive organizational change. The leadership team plans on using information they learned during this academy to create more inclusive and collaborative teams. They will discuss this work with the executive director during their check-ins.

The OBOP tracks quarterly check-in information in Workday, and the executive director plans to analyze the comments and scores related to these expectations annually.

### Next Biennium Affirmative Action Plan - 2025-2027 Goals

#### 1. Recruitment Strategy

**Goal:** *Increase diversity in the agency's board, staff, and committee membership by utilizing DEI recruitment tools when positions are vacant.*

**Outcomes:**

1. Newly recruited positions are filled with candidates who undergo a recruitment process where DEIB is a core value.
2. Diversity in workforce data increases (i.e. age; ethnicity; gender; gender identity; military status; language differences; nationality; parental status; physical, mental, and developmental abilities; race; religion; and/or sexual orientation).

**Key Actions:**

1. Reach out to schools and colleges of pharmacy, including attending job fairs.
2. Engage underserved groups to improve the agency's hiring of qualified candidates.
3. Post job listings through identified sources to reach historically excluded groups.
4. Collaborate with recruitment professionals to post jobs in venues that increase visibility to potential candidates from underserved populations.
5. Include DEIB language in job listings.
6. Use the new OBOP recruitment toolkit to create consistency and incorporate DEIB principles to enhance accessibility and increase fairness in the interview process.
7. Distribute Bias Interrupters resources to hiring managers.
8. Provide accessibility options to job candidates (e.g. use VidCruiter or similar platform for first-round interviews; use structured interviews to promote accessibility and equity).
9. Invite the Office of Cultural Change (OCC) to participate as first-round interview panel members when possible.
10. Present recruitment data in leadership meetings when discussing hiring and affirmative action next steps.

**Measures:**

1. Track and measure the number of new hires who go through a recruitment process utilizing VidCruiter, sources for finding historically excluded groups, outreach to schools, OCC support, and/or the OBOP recruitment toolkit.
2. Annually export workplace diversity data from Workday and compare it over time, focusing on available data such as age, ethnicity, gender, gender identity, military status, language differences, nationality, parental status, physical, mental, and developmental abilities, race, religion, and sexual orientation.

### Implementation:

1. Hiring managers (managers and supervisors) will incorporate DEIB practices into recruitment. Human Resources and affirmative action representatives will be available for support as needed.
2. Affirmative action representatives and HR will assist hiring managers with posting recruitments and distributing Bias Interrupters resources.
3. Affirmative action representatives will collaborate with Human Resources to export diversity data from Workday. In particular, the strategic initiatives manager was recently hired to manage tasks such as tracking diversity data and analyzing changes in Smartsheet.
4. The Leadership Team will review diversity data, discuss changes, and plan next steps during annual update meetings.
5. Agency diversity statistics will be shared in subsequent Affirmative Action Plans, DEIB Plans, and check-ins with the Office of Cultural Change, if requested.

## 2. Retention Strategy

**Goal:** *Retain competent, diverse board, staff, and Public Health and Pharmacy Formulary Advisory Committee (PHPFAC) members through providing more opportunities, resources, and spaces for engagement.*

### Outcomes:

1. All staff complete at least one training annually and have access to multiple opportunities for trainings and professional development.
2. Committees have full membership and meet regularly to advance their goals.
3. Staff have avenues for requesting support (e.g., for ADA accommodations, harassment issues, or discrimination complaints).

### Key Actions:

1. Continue staff participation in the Employee Engagement Committee to foster a workplace that values employee engagement and well-being.
2. Pay for a 12-week professional development leadership training course to promote a culture of learning.
3. Share development and training opportunities both within and outside the agency.
4. Provide resources and avenues for support related to workplace harassment and discrimination.
5. Implement and execute a succession and development plan to promote staff skill growth and avoid gaps due to potential turnover.

### Measures:

1. Track trainings mandated by the executive director in Workday.
2. Track resources distributed on critical topics such as accessibility, ADA accommodations, harassment, and discrimination in Smartsheet.

### Implementation:

1. Affirmative action representatives, along with the strategic initiatives manager, will track mandated trainings and resources distributed on critical topics.
2. The Leadership Team will lead committees to ensure progress and organization.
3. The DEIB Champions Committee, EEC, and Leadership Team will share critical resources and trainings with affirmative action representatives or the DEIB Committee for distribution to agency staff.
4. All staff will complete a 12-week professional development leadership training course, with supervisors tracking completion.
5. Agency-mandated trainings and critical resources will be shared in subsequent Affirmative Action Plans, DEIB Plans, and check-ins with the Office of Cultural Change, if requested.

### 3. Employee Engagement Strategy

**Goal:** *Actively utilize committees, trainings, meetings, and plans focused on DEIB to advance Affirmative Action efforts to create a more engaged workforce and inclusive workplace.*

### Outcomes:

1. Staff feel there is a culture of belonging and non-discrimination at the OBOP.
2. Staff regularly receive opportunities to learn about DEIB and resources to support their health and wellbeing.

### Key Actions:

1. Revise and finalize a DEIB Plan to share with agency board, staff, and others.
2. The DEIB Champions Committee will share DEIB resources with the board, PHPFAC, and agency staff to create an environment where staff can communicate, form partnerships, listen with intent, and solve challenges; and acknowledge the importance of work-life balance, self-care, and addressing disparities.
3. The Employee Engagement Committee (EEC) will collaborate with the DEIB Champions Committee to find and distribute DEIB resources to agency staff.
4. The committees will coordinate to identify and present quarterly educational moments to staff.
5. Work with Office of Cultural Change to recruit a DEIB subject matter expert to present at a future all-staff meeting.
6. Hold all-staff meetings and incorporate various topics, guest speakers, and subject matter experts.
7. Provide agency staff with training opportunities related to work-life balance, health, and wellness.
8. Use results from the Gallup Q12 Employee Engagement Survey (conducted in the second half of 2024) to inform next steps for increasing employee engagement.

### Measures:

1. Publish a final version of the DEIB Plan on the OBOP website.
2. Track and measure the number of resources sent to staff by the DEIB Champions Committee and affirmative action representatives.
3. Annually assess the percentage of managers who report attending DEIB training, events, or conferences in their evaluations (quarterly check-ins).
4. Track speakers who have presented at the OBOP all-staff meetings.
5. Compile Gallup Q12 Employee Engagement Survey results to assess staff feelings on inclusion and belonging in the workplace.

### Implementation:

1. Affirmative action representatives and Leadership Team will finalize and publish the DEIB Plan on the agency website.
2. Affirmative action representatives, including the strategic initiatives manager, will track and measure resource numbers and guest speakers at all-staff meetings in Smartsheet.
3. Affirmative action representatives will work with the Leadership Team to document the percentage of managers who list that they have attended a DEI training, event, or conference in their evaluations.
4. The Leadership Team will lead committees to ensure progress and organization.
5. The DEIB Champions Committee and affirmative action representatives will provide agency staff with training opportunities related to work-life balance, health, and wellness.
6. Affirmative action representatives will analyze Gallup Q12 Employee Engagement Survey results to assess staff feelings on inclusion and belonging.
7. The Leadership Team will review Gallup Q12 Survey results and discuss next steps during annual update meetings.
8. Survey results and next steps will be shared in subsequent Affirmative Action Plans, DEIB Plans, and check-ins with the Office of Cultural Change, if requested.

## 4. Employee Data Strategy

**Goal:** *Align with the State of Oregon's Data Strategy to make data-informed decisions that increase diversity, equity, inclusion, and belonging.*

### Outcomes:

1. Workforce data is collected and disaggregated where possible to better:
  - a. Understand employee engagement needs.
  - b. Assess staff roles, diversity, skill levels, budgets, and organizational culture in relation to workload, priorities, and values and implement necessary realignments.
  - c. Inform future outreach goals.



### Key Actions:

1. Compile board member, PHPFAC member, and agency staff workforce data.
2. Compile and analyze disaggregated Licensee Demographic Data to inform future community outreach goals.
3. Compile and analyze disaggregated OHA Workforce Data for Pharmacists and Certified Oregon Pharmacy Technicians practicing in Oregon to inform future outreach goals.
4. Conduct a comprehensive analysis of agency staff roles, diversity, skill levels, budgets, and organizational culture in relation to workload, priorities, and values.
5. Implement realignments to staffing levels, roles, and responsibilities as needed to achieve Key Performance Measures, promote agency staff diversity, foster morale, and achieve key goals.
6. Procure and execute the Gallup Q12 Employee Engagement Survey.
7. Analyze the Gallup Q12 Employee Engagement Survey results.

### Measures:

1. Annually compile workforce data, disaggregated by available diversity categories.
2. Annually compile and analyze disaggregated Licensee Demographic Data and OHA Workforce Data for Pharmacists and Certified Oregon Pharmacy Technicians practicing in Oregon to inform future outreach goals.
3. Ensure at least 70% of staff complete the Gallup Q12 Employee Engagement Survey.
4. Analyze and present Gallup Q12 Employee Engagement Survey results to the Leadership Team and all staff.

### Implementation:

1. The Leadership Team will procure, execute, and analyze the Gallup Q12 Employee Engagement Survey results and determine next steps to increase employee engagement.
2. The agency will procure Smartsheet for the strategic initiatives manager to track key actions, monitor progress, and analyze data for the Affirmative Action Plan, DEIB Plan, and Strategic Plan.
3. Affirmative action representatives, including the strategic initiatives manager, will compile and analyze workforce and licensee demographic data. The licensee data will be provided to the executive director and pharmacy consultant to develop outreach strategies.
4. In collaboration with the executive director, Leadership Team members will conduct a comprehensive analysis of agency staff roles, diversity, skill levels, budgets, and organizational culture in relation to workload, priorities, and values.
5. The executive director will implement realignments to agency staffing levels, roles and responsibilities as needed to achieve Key Performance Measures, promote agency staff diversity, promote staff morale, and deliver on key goals.
6. The Leadership Team will discuss Gallup Q12 Employee Engagement Survey results and workforce data, and next steps during the leadership meetings.

7. Workforce data collection results will be shared in subsequent Affirmative Action Plans, DEIB Plans, and check-ins with the Office of Cultural Change, if requested.

### Complaint Avenues

The Oregon Board of Pharmacy has several options to file complaints:

- Collective bargaining grievance procedures:  
<http://seiu503.org/contact-us/>
- Filing a complaint with BOLI's Civil Rights Division:  
[https://www.oregon.gov/boli/CRD/Pages/C\\_Crcompl.aspx](https://www.oregon.gov/boli/CRD/Pages/C_Crcompl.aspx)
- File a complaint with the Federal Equal Employment Opportunity Commission (EEOC):  
[https://www.eeoc.gov/federal/fed\\_employees/filing\\_complaint.cfm](https://www.eeoc.gov/federal/fed_employees/filing_complaint.cfm)
- File a civil suit in State Circuit Court:  
<https://www.courts.oregon.gov/how/Pages/file.aspx>
- File a civil suit in Federal District Court:  
<http://www.uscourts.gov/about-federal-courts/types-cases/civil-cases>

### Succession Plan

The Oregon Board of Pharmacy's Succession Plan outlines the strategy for assessing and forecasting workforce needs by identifying critical positions and developing necessary competencies. This process begins before vacancies arise, aligning with agency strategic planning and budget processes, and spans the entire position lifecycle.

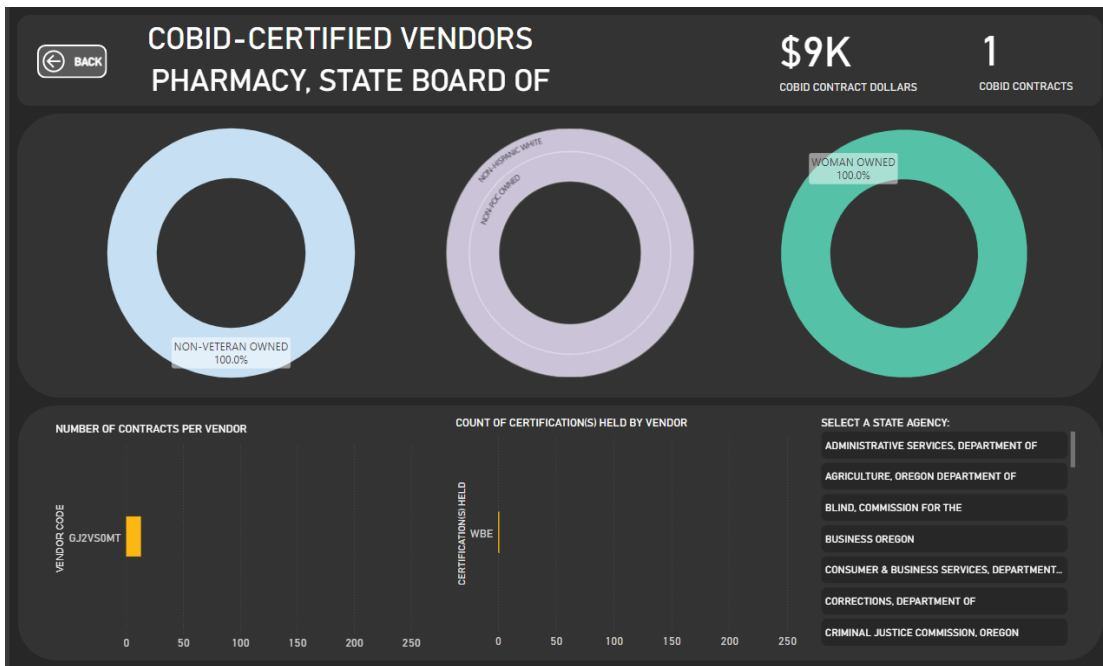
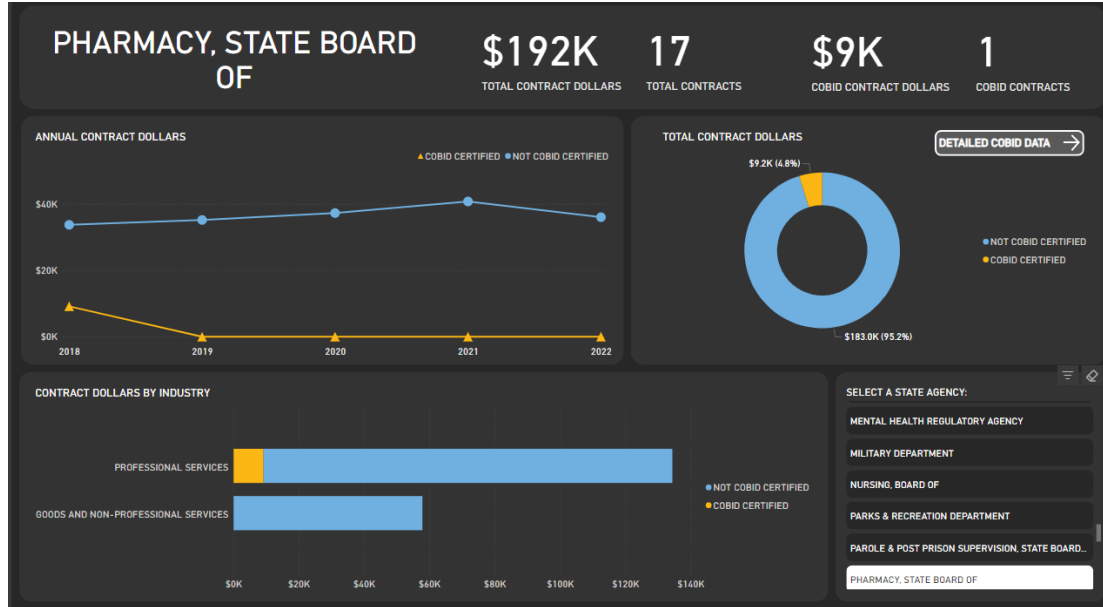
Key components of the Succession Plan include recruitment plans, employee development, and strategic organizational realignment to support agency goals. As part of updating this plan, recent changes in the agency will be incorporated to reflect new positions, organizational structures, a focus on customer service, and efficiency improvements.

### Contracting

As a smaller agency, the Oregon Board of Pharmacy does not have many large procurement needs. However, when the procurement of goods or services is required, the agency complies with the Oregon Procurement Manual. The OBOP actively reviews the COBID database and OregonBuys for women and minority owned businesses.

## Disparity Study Quantitative Dashboard

Data include contracts and procurements awarded during fiscal years 2018-2022 (July 1, 2017 – June 30, 2022)



### Appendix

#### 1. State Policy Documentation

- [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 - \(Statewide Policy No. 50.010.01\)](#)
- [Statewide Workforce Learning and Development \(Statewide Policy 10-040-01\)](#)
- [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 Employment \(ORS 408.230\)](#)
- [Equal Opportunity and Affirmative Action Rule \(OAR 105-040-0001\)](#)
- [Executive Order 11246 \(OFCCP Regulations\)](#)

#### 2. Federal Employment Law Documents

- [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, and Title VII of the Civil Rights Act of 1964](#)
- [Title VII of the Civil Rights Act of 1964](#)
- [Retaliation Title VII of the Civil Agency Affirmative Action Policy](#)

#### 3. Internal Policies & Goals Supporting Affirmative Action

##### Documentation in Support of the Agency's Affirmative Action Plan

The agency will work collectively to provide equal opportunities for all applicants and agency staff while continuing to implement and achieve the agency's goals of creating and maintaining a diverse and inclusive work environment. The agency believes that current methods utilized have been effective but realize that the agency's office culture is organic and is influenced by progress and best practices that grow and evolve.

The Oregon Board of Pharmacy prioritizes building a more inclusive and diverse workforce. By recruiting, developing, and retaining high performing staff, the board aims to better serve all Oregonians. The board is committed to and aligned with Governor Kotek's priorities on education, good governance, enhanced customer service, and advancing public safety.

The OBOP has conducted an analysis to guide the development of the best structure for our organization. This refined structure will allow us to operate with a strong focus on customer service, efficient service delivery, and achieving the board's overall objectives.

The OBOP will continue evaluating its operations to ensure optimal service alignment while also preparing for the evolving needs of the pharmacy workforce. These ongoing realignments will directly support the agency in meeting statutory obligations. The focuses will be:

- **Relationships** - to establish and build trust with key interested parties (internal/external: board/agency staff/community) through leadership that is transparent, collaborative, cohesive, and fosters an accountability culture.
- **Strategic Alignments** - to improve agency staff workload challenges and improve operational performance in meeting both the Governor's and board's priorities.
- **Brand Management** - to improve the agency's brand recognition and visibility with all Oregonians.

The agency's current best practices in the areas of training, education and professional development are a work in progress. The agency's affirmative action representatives (including the strategic initiatives manager) attend the Office of Cultural Change's educational workshops related to DEIB and Affirmative Action. The representatives then distribute relevant notes to agency staff via email and present relevant information during DEIB Committee meetings.

The DEIB Committee will continue to encourage employees to participate in webinars, events, trainings, and other offerings in the spirit of [Executive Order 22-11](#). The committee will aim to develop an internal community where equity, diversity, inclusion, and belonging is evidenced in the makeup of the agency board, staff, and committee members.

### **Diversity Equity and Inclusion (DEI) - Focused Plans or Policies**

The Oregon Board of Pharmacy encourages and supports board and committee members, and agency staff participation in any educational or experiential programs to further their understanding of diversity, equity, and inclusion.

The Affirmative Action Plan is posted on the agency's website and available to print. All newly appointed board members, committee members and new employees and vendors are provided with the link to the plan.

Additional resources and the current Affirmative Action Plan can be found on the OBOP Health Equity page: <https://www.oregon.gov/pharmacy/pages/Health-Equity.aspx>