



# Oregon Department of Forestry

2023-2025 Diversity, Equity, and Inclusion Action Plan

6/26/23

## Honoring the Land

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Oregon Department of Forestry recognizes that while land acknowledgments are intended to be respectful, they often oversimplify complex tribal histories and fail to recognize the ongoing impacts of colonization that tribal communities continue to live with to this day. ODF will continue to work with the nine federally recognized Tribes in Oregon on best practices for honoring the land.

ODF is committed to continuing to learn and honor the Tribes, especially when it comes to stewardship of forested lands. The sovereignty, well-being, cultures, and languages of Indigenous peoples are born of their homelands and that makes these lands and waters cherished to Native communities. All of us have a responsibility to treat the lands and waters with respect and care so they can be stewarded with respect and care for the next generation.

For additional education and information, learn more about each of the nine federally recognized Tribes: [Burns Paiute](#), [Confederated Tribes of Coos, Lower Umpqua and Siuslaw](#), [Confederated Tribes of Cow Creek Lower Band of Umpqua](#), [Confederated Tribes of Grand Ronde](#), [Confederated Tribes of Siletz Indians](#), [Confederated Tribes of Warm Springs](#), [Confederated Tribes of Umatilla Indian Reservation](#), [Coquille Tribe](#), and [Klamath Tribes](#).

Thank you.

## Introduction

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The last three years have changed the world and therefore the workforce. The COVID-19 global pandemic, the Black Lives Matter movement, political upheaval, a wave of anti-transgender and anti-LGBT bills across the country, all while a new generation is entering the workforce. The impacts of climate change are becoming more visible with every year, putting lives at risk. We have seen this locally in the form of devastating wildfires, an ice storm which left hundreds of thousands without power for days, and a week-long heat dome that killed dozens.

With these changes come a need to change the way we do things in the workforce. The “way it has always been” no longer works. It is paramount in this ever changing and diversifying environment that we put forth the effort and resources to keep up with the change and strive to be a healthy and safe society where differences are celebrated.

This plan is intended to be a living and breathing document, updated every biennium to keep up with changes in the world around us so we can continue to support our workforce and the Oregonians we serve.

## Concepts Defined

Throughout this document many terms are used that the reader might not be familiar with. Please reference [Appendix C: Diversity, Equity, and Inclusion Glossary of Concepts](#) for the definitions of these terms used by state agencies.



# Acknowledgements

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# A Message from State Forester Cal Mukumoto

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To all forestry employees,

Thank you for your continued commitment to customer service and dedication to your roles as stewards of public lands. Over the last few years, we have undertaken big changes to our core business functions as we scale and restructure to adapt to seismic shifts in forest practices and wildfire challenges facing our state. More and more, we're finding ourselves at the center of multi-year recovery efforts and increasingly involved in the communities we protect in ways we haven't before.

As we manage this change and as communities continue to look to us for leadership, we have an opportunity to recommit ourselves to our Diversity, Equity, and Inclusion values and follow the Governor's lead by placing racial equity first and seeking to understand with a racial justice lens for the advancement of all Oregonians.

The Department of Forestry's Diversity, Equity, & Inclusion (DEI) 2023–2025 Action Plan outlines leadership priorities and milestones for our agency. Chief among our goals is to implement diversity, equity, and inclusion into every aspect of our business with racial justice first.

I stand in lockstep with the Governor and am committed to helping staff better understand these concepts and what anti-racism really means. I have directed our leaders to do the same. In this plan, we will move towards unlearning our implicit bias and actively changing our internal and external practices, which will include acknowledging historic context, understanding the root causes, and ensuring that racism has no place at our agency.

Much like with any change management process, a large part of this plan will center on gaining understanding and empowering employees to act as change agents. I encourage you to lean into these concepts and approach them in the spirit of growth and improvement. I am committed to galvanizing employees, outlining expectations, and providing the support needed to achieve these goals.

I invite community partners to join us in this work and look for opportunities to collaborate, and I charge the public to hold us accountable to these principles.

While the department recognizes the recent momentum we've created while realizing this vision, we also know this is just the beginning and understand and there is much work to be done. ODF has a long history of meeting the high standards that we and the public set for the agency.

I encourage all ODF employees to recognize their unconscious bias when approaching and interacting with each other in our day-to-day jobs. Through understanding, acceptance and mutual support we can create a workplace that is welcoming to all. I take great pride in sharing this plan and look forward to the progress we will make together.

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Cal Mukumoto  
Oregon State Forester



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## A history to be learned from

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At all levels of government explicit and implicit bias are both visible and non-visible structures built into law, policy, and practice. These are artifacts of biased ideologies of the past which have persisted through generations. No agency conducts business without the presence of this history, and ODF is no different. It is imperative we as an agency, and each of us individually, are willing to look at our past, recognize the harms and inequities that persist and take ownership of our role in addressing them. Identifying this history will empower the agency to act with a justice-minded outlook.

Oregon's forests and lands today are reflections of a complicated history of contact and disparate worldviews surrounding lifeways and belief systems. Since time immemorial, the Indigenous peoples of these lands we now call Oregon lived in ecological harmony with the forests, viewing themselves as part of the ecosystem, inseparable and non-extractive. What European settlers saw as "wild and untamed" forests, were lands managed by the ancestors of descendent Tribal communities for thousands of years. These are the original progenitors of land management strategies resulting in fire-adapted landscapes and communities in Western States. Colonialists brought concepts such as land ownership and commercialism, along with non-native species and forest management practices, which have proven to be exceptionally damaging to human-ecological systems. European settlers believed they knew how best to manage the forests and lands of Oregon and excluded Indigenous voices from the conversation.

Starting 25 years ago, ODF has been making small steps towards recognizing the knowledge and connections to the land Indigenous peoples and the Sovereign Nations have. During this time, our field staff have been building relationships with the Sovereign Nations individually as well as attending, reporting, and trying to engage Tribes at the natural resource working group and cultural resource cluster. While often these attempts have come with good intention, a lack of deeper knowledge of the Tribes has been a barrier to the agency. ODF appointed a position as a dedicated government-to-government liaison to act as the intermediary between the agency and the nine Federally Recognized Tribes of Oregon. Given the long history of silencing Indigenous voices, ODF and the state must actively prioritize these voices and become supportive stewards of those whose ancestry is visible today.

Despite Oregon being the only state in U.S. history to enter the union with exclusion laws, there is also a long history of racial and ethnic diversity. Maxville, in northeast Oregon east of the town of Wallowa, was home to Black loggers at a time when Oregon's constitution included a provision excluding Blacks from the state (Trice G. , 2014). Maxville had a population of about 400 residents, 40 to 60 of them African American. It was the largest town in Wallowa County between 1923 and 1933.

Company jobs were typically segregated based on ethnic origin. Black workers felled the trees in teams, using cross-cut saws, and many had experience as log loaders, log cutters, railroad builders, tong hookers, and section foremen. The Greek workers at Maxville had expertise in railroad building, and white workers worked as section foremen, tree toppers, saw filers, contract truck drivers, and bridge builders. Economic conditions, especially the Great Depression and the consequent downturn in the lumber market, caused Maxville's decline. When the logging



operation ceased, Bowman-Hicks closed the town in 1933. The Maxville Heritage Interpretive Center in Joseph, a nonprofit cultural organization, is engaged in uncovering, recording, and preserving the multicultural logging history of Maxville and the Pacific Northwest (Trice G. , 2022).

## Racial Equity at the Front

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Oregon Department of Forestry (ODF) is committed to following the Racial Equity Values from the State of Oregon's Diversity, Equity, and Inclusion (DEI) Action Plan (Stoudamire-Wesley, 2021).

Oregon is intentionally placing racial equity at the center of their DEI plan to counterbalance the racist policies and practices that must be dismantled in our state. To learn more about the state's plan to put race first, look at the [State of Oregon's DEI Plan 2021](#) (Stoudamire-Wesley, 2021).

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### Racial Equity Values from the State of Oregon's DEI Action Plan (2021)

**Putting racial equity at the forefront while understanding intersectionality.** We must be bold and put racial equity at the forefront as a primary and pervasive location of oppression that connects with and worsens other identity-based inequities.

**Prioritize equity, anti-racism, and racial justice actions.** Commitment to prioritizing equity and eliminating racial disparities involves taking action in our policies, budgets, decision-making, and daily work.

**Foster internal and external partnerships.** Across the state enterprise and other institutions, community-based organizations are crucial to achieving racial equity. True partnership means shared power, listening, resolving tensions by creating solutions together, and scaling up what already works well.

**Ensure collective responsibility and accountability.** As public servants, we have a collective responsibility at every level of government to proactively reduce racial disparities and barriers. We must establish measurements of success so that we can ensure improvements are real and ongoing.

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### Intersectionality

While the state of Oregon has implemented a DEI framework which centers race, that does not mean the other identities are forgotten or ignored. Throughout this planning process, disability status, sexual orientation, gender identity, citizen status, language, literacy levels, and many more identities will be brought to the forefront as they intersect with race.

## DEI Action Plan Objectives

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In 2023, Governor Tina Kotek tasked all individual state agencies with creating a DEI Action Plan for their agency utilizing the statewide plan as a guide. This plan is to act as a guide for ODF's early efforts at dismantling racism and establishing a shared understanding among staff.

The objectives of the ODF DEI Action Plan are based off the statewide plan:



- **Normalize** the concepts of racial justice in forestry and natural resources – acknowledge history, prioritize, and make urgent efforts to put racial equity at the forefront.
- **Organize** efforts and build organizational capacity across departments for connected, cohesive, and amplified impacts. Foster both internal and external partnerships.
- **Operationalize** and embed racial equity into every part of ODF, putting DEI strategies into practice.
- **Guide and direct** agency-level operationalizing of racial equity and DEI work.
- **Inspire** expansion of equity by sharing and collaborating to build on what is already happening.

ODF is already advancing DEI initiatives across the agency, many of which are internally focused. This plan aims to coordinate that work into a cohesive strategy that supports accomplishment of the above objectives and helps realize ODF’s vision of a having workforce that reflects the diversity and values of Oregonians and providing them with a safe, inclusive and supportive workplace that values employees and enables them to reach their full potential in providing excellent public service.

## ODF DEI Assessment

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In October of 2022, ODF contracted with an outside agency, Pulsely, to complete a department-wide DEI assessment. The goal of this assessment was to utilize a data driven approach to inform the agency’s DEI efforts by providing a firm baseline and help set realistic goals the agency can continue to measure. ODF had a 52% response rate, with a high level of management response. The two largest pools of tenure range responses were 6 months to 1 year and 11 to 15 years.

### Results

DEI Snapshot:

- Diversity Score 44%
- Equity Score 41%
- Inclusion Score 63%

*“Inclusion, at 63%, is the highest of the three overall scores for ODF. It is important to note that inclusion is easier to build when there is less diversity, and ODF’s diversity metric, at 44%, is much lower. ODF’s equity score, which is 41%, suggests that some workforce segments are having an unequal experience. If the employee segments with lower inclusion scores are smaller in size, the overall ODF inclusion score may mask the experiences of those groups.”*

Pulsely uses 8 Pillars of Inclusion to score agencies:

1. Visible DEI Leadership
2. Managerial Relationships
3. Career Support
4. Equal Opportunity
5. Belonging
6. Work-Life Effectiveness
7. Team Psychological Safety
8. Behavioral Accountability

ODF's highest pillar score was in Career Support, with Equal Opportunity and Work-Life Effectiveness emerging as the areas that need the most attention.

Additionally, Pulsely identified ODF's most at risk groups (defined as groups disproportionately impacted by inclusion challenges).

- LGBTQ+/Prefer not to Answer with no promotion
- Women with no promotion
- Women 40-44 years old
- Women of color
- Top management/senior-level women
- Women in the NW/Seed segment
- Management non-supervisory
- 36-39 years old

All ODF staff were invited to leave their thoughts on what the most important thing ODF could do to make the workplace more diverse and inclusive. Those comments were then categorized into themes. The top 6 themes ODF staff commented on were:

1. Diverse Hiring/Recruitment
2. Build Inclusive Culture
3. Listen to Employees
4. Visible DEI Leadership
5. Cultural/Diversity Training
6. Equal Opportunity

See additional results in [Appendix B](#).

# Agency Demographics

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## Summary and Analysis

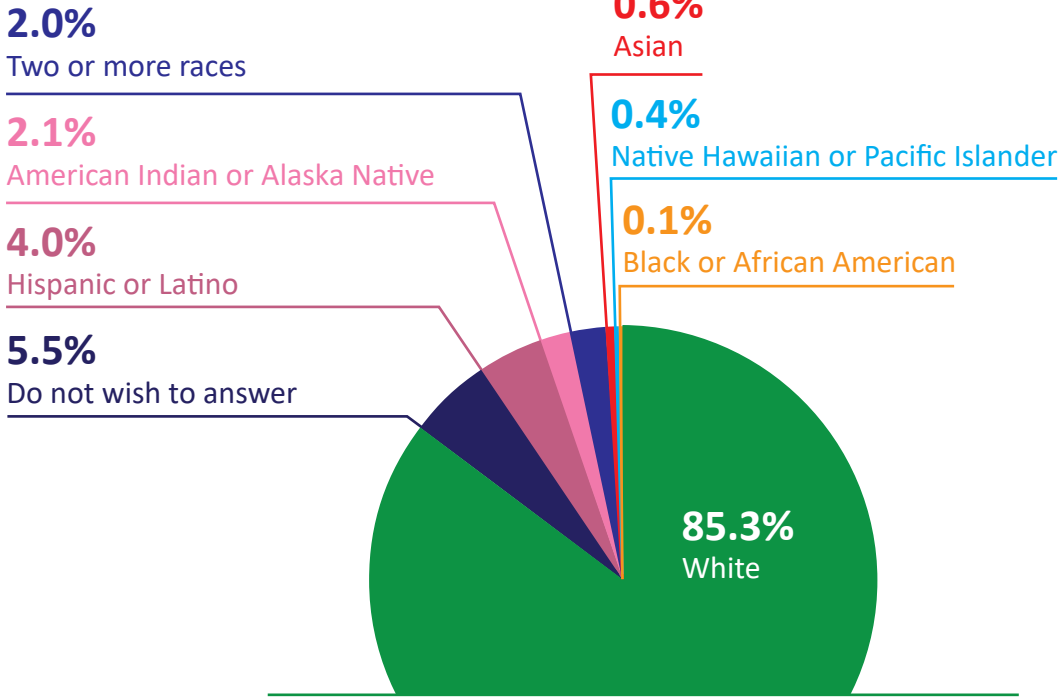
The Department of Forestry's workforce doubles annually when the agency hires seasonal staff to support firefighting and state forestland recreation efforts during the summer. Our seasonal employees typically work from June to October each year. The workforce during the summer is 1,416, which includes all permanent, limited duration, and seasonal employees. The two graphics below show the racial/ethnic and age demographics of ODF employees (Workday data as of April 30, 2023).

## Hiring and Retention Data:

All of the hiring and retention data was pulled from Workday's DEI Dashboard for the year between May 1, 2022 and April 30, 2023. In that year, 412 individuals were hired by ODF, 100 were promoted, and 200 left. Of the 412 hired, 86 were for permanent positions and 326 were classified as either seasonal, limited duration, or temporary. For the purposes of this section, the focus is on the 86 individuals hired into permanent positions, the 70 internal promotions and the 52 permanent positions who left state government employment.

# Race/Ethnicity

The current Workday agency demographics reflect:

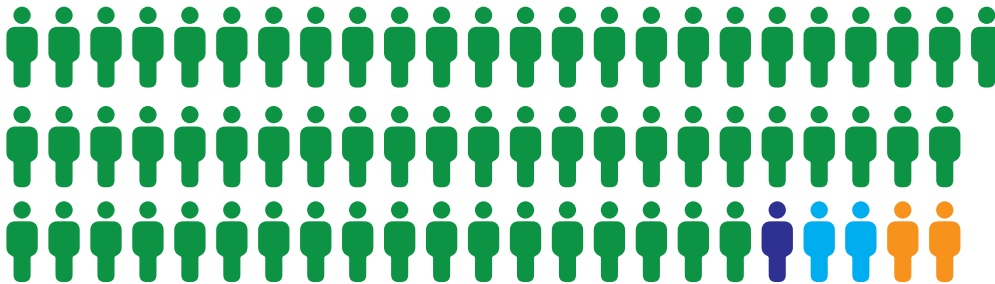


## Retention by race and ethnicity:

	White	Hispanic or Latino	American Indian or Alaska Native	Black or African American	Asian	Native Hawaiian or Pacific Islander	Two or More	No Answer
Hired	64	5	5	1	1	0	2	2
Left	40	2	0	1	0	0	1	8
Net Change	+24	+3	+5	0	+1	0	+1	+1

**Note:** This statistics reflect a net gain in employees from hiring associated with legislation authorizing additional positions.

## Promotions by race:



Of all staff promotions,

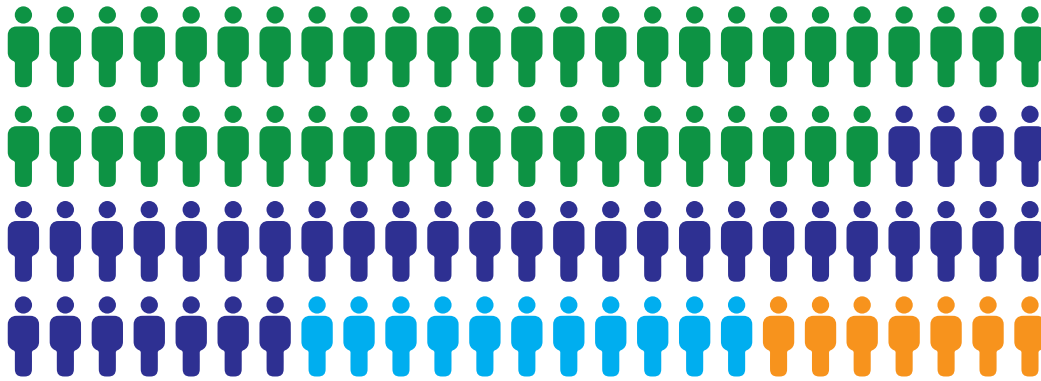
- 65 were White
- 1 was Hispanic or Latino
- 2 were American Indian or Alaska Native
- 2 selected no answer

**Note:** Race/ethnicity options for Two or More, Black or African American, Asian, and Native Hawaiian or Pacific Islander were not represented in promotion data.

# Generations



The current Workday agency demographics reflect:



- 46.1%**  
Millennials (1981 - 1996)
- 35.8%**  
Generation X (1965 - 1980)
- 10.6%**  
Baby Boomers (1947 - 1964)
- 7.5%**  
Generation Z (1997 - Current)

## Retention by Generation:

	Millennials	Generation Z	Generation X	Boomers
Hired	61	10	9	4
Left	18	2	15	11
Net Change	+43	+8	-6	-7

**Note:** The Boomers generation is entering prime retirement years, and there is a net gain among total employees from increased hiring through legislation.

## Promotions by Generation:

	Millennials	Generation Z	Generation X	Boomers
Promoted	34	7	28	1
Percentage of total promotions	48.6%	10%	40%	1.4%

## Gender Binary Options

The current Workday agency demographics reflect:

### Gender Binary Options



**Note:** According to the DEI Survey, 2% of ODF employees identify outside the binary gender options of “male” and “female” found in Workday.

### Retention by Gender Binary:

	Females	Males	Did not answer
Hired	34	50	2
Left	24	22	6
Net Change	+10	+28	+4

### Promotions by Gender Binary:

	Females	Males	Did not answer
Promoted	28	42	0
Percentage of total promotions	35.3%	64.6%	0%

## Bilingual English and Spanish

The current Workday agency demographics reflect:

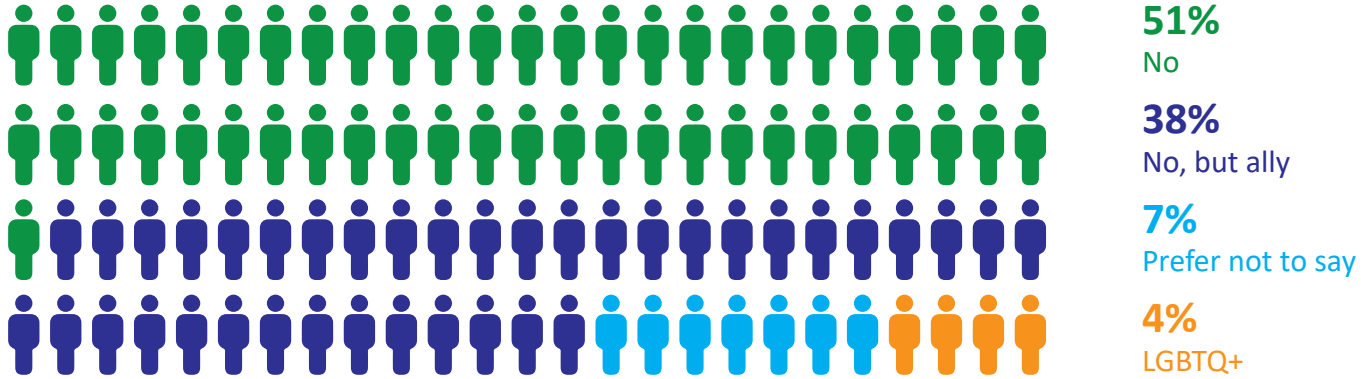


**Note:** Currently, ODF has no designated bilingual positions, which means no staff are making the bilingual differential bargained by the unions’ represented staff.

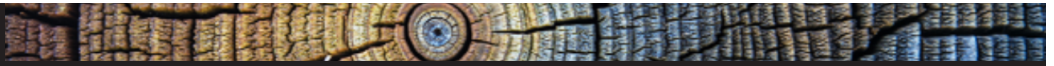
## LGBTQ+ Community



This data was gathered from the DEI Survey, as Workday does not collect data on LGBTQ+ identification. According to Pulsely, it is common to see a Prefer not to say % larger than the LGBTQ+% when the Ally group is less than the No group. Ally was defined in the survey as a personal supporter of LGBTQ+ colleagues.



## Veteran Status



The current Workday agency demographics reflect:

### Veteran Status

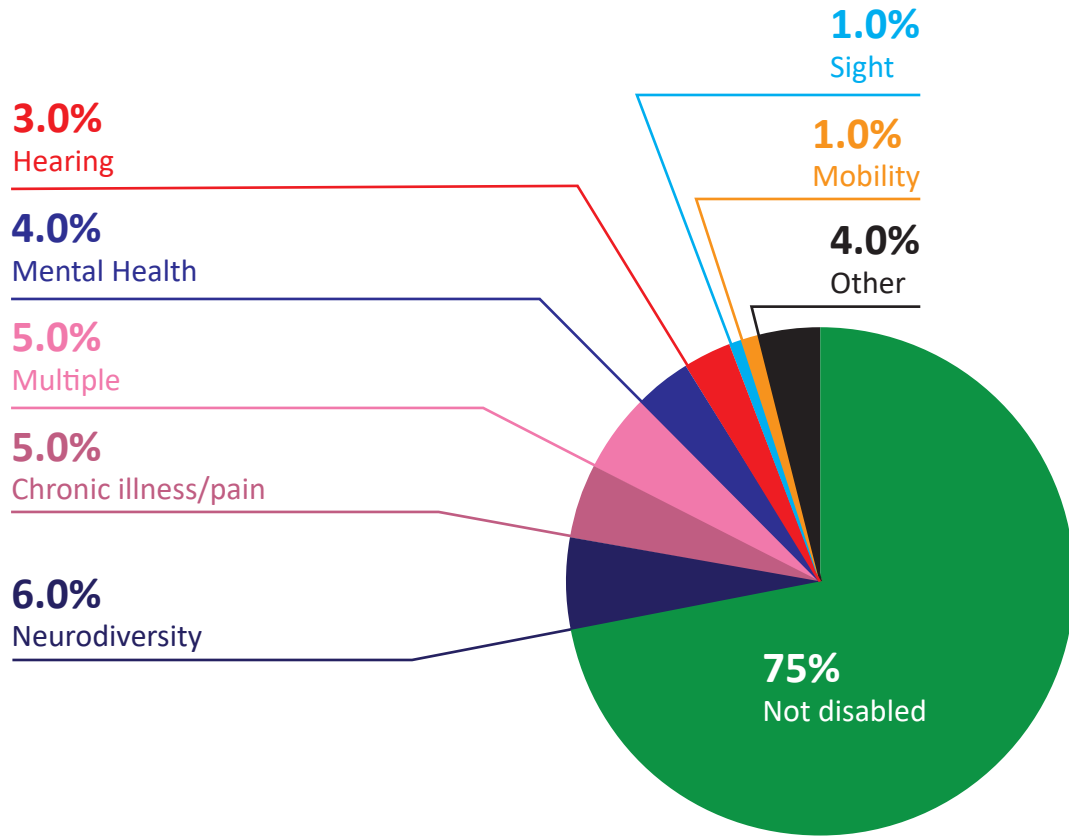


### Veteran Promotions and Retention:



## Disability Reporting

It should be noted, Workday reports 99.3% of ODF's workforce does not report a disability. In contrast, 75% of the staff who took the DEI survey reported no disability. That is nearly a 25% difference in reporting. It is worth considering why there is such a vast difference in reporting disability status.



Source: Pulsley assessment.

## Reported Disabilities

**99.3%** No Reported Disability      **0.7%** Reported Disability

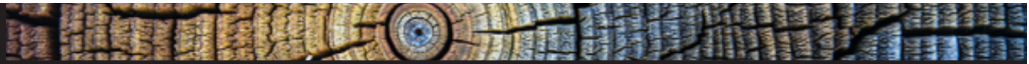
Source: Workday Data.

## Disability Promotions and Retention:

**0** Hired      **0** Promoted      **1** Left

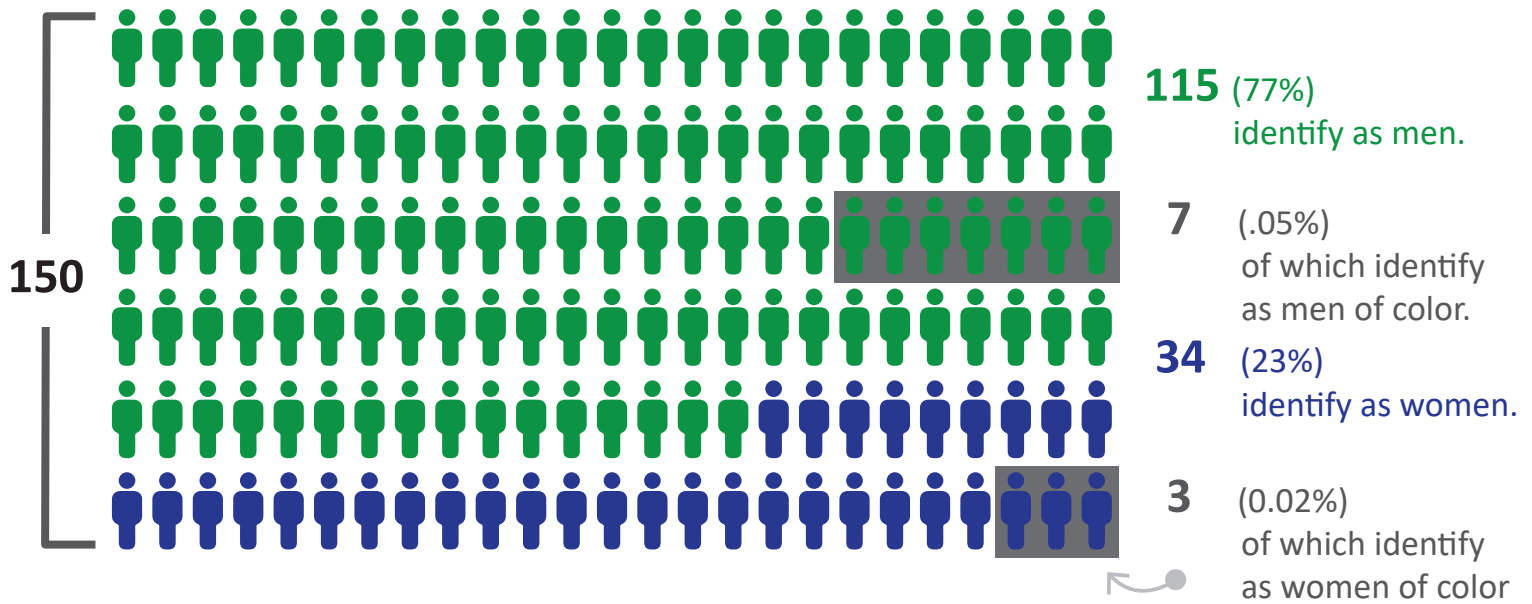


# Leadership Composition



This data was gathered from employees labeled as "supervisor or manager" in Workday.

## ODF Supervisors & Managers



9 identify as veterans

1 identified with a disability

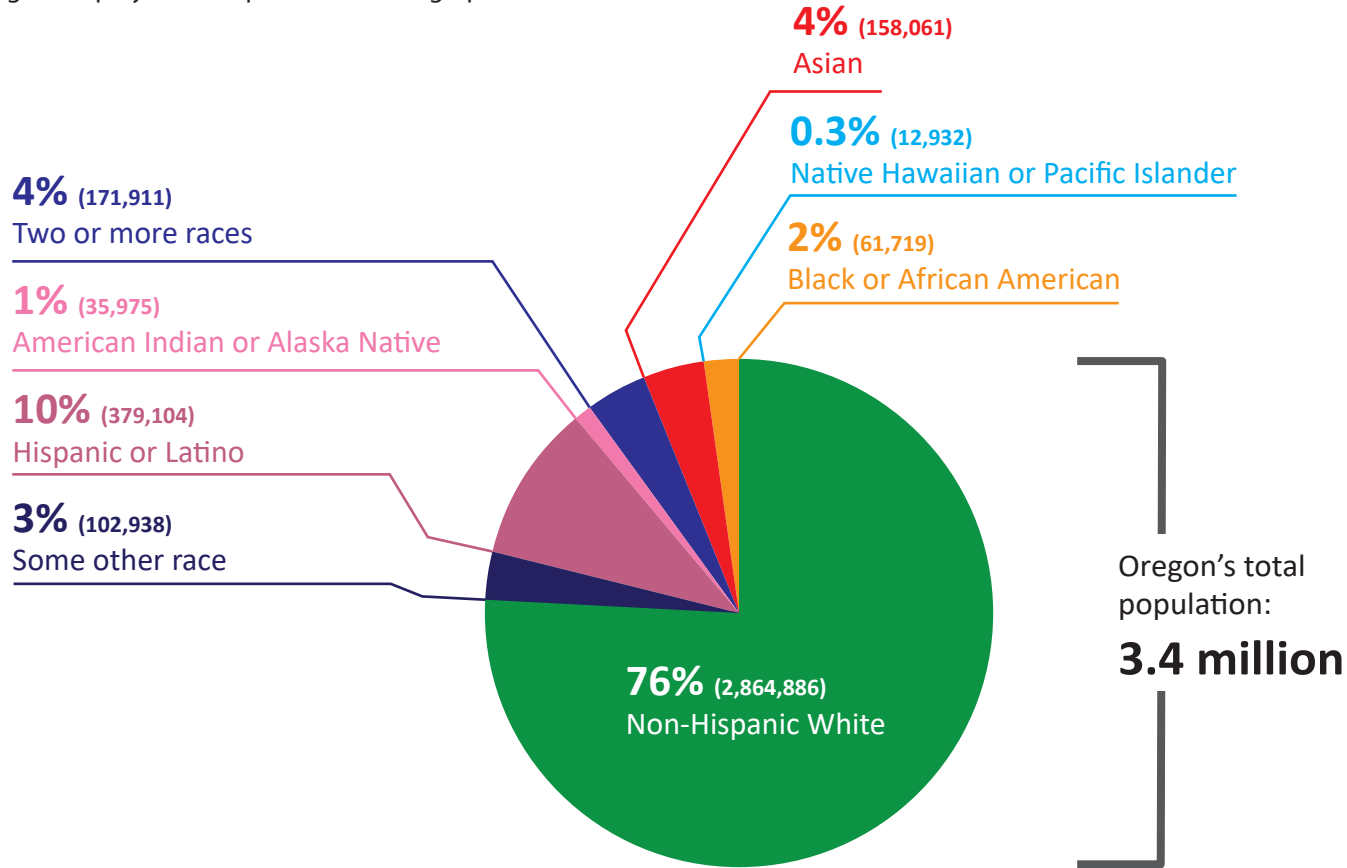
**Note:** Four supervisors & managers selected "I do not wish to answer" for ethnicity.

## Executive Team Composition



# State Demographics

Oregon Employment Department demographics reflect:



## Workforce and Agency Comparison:

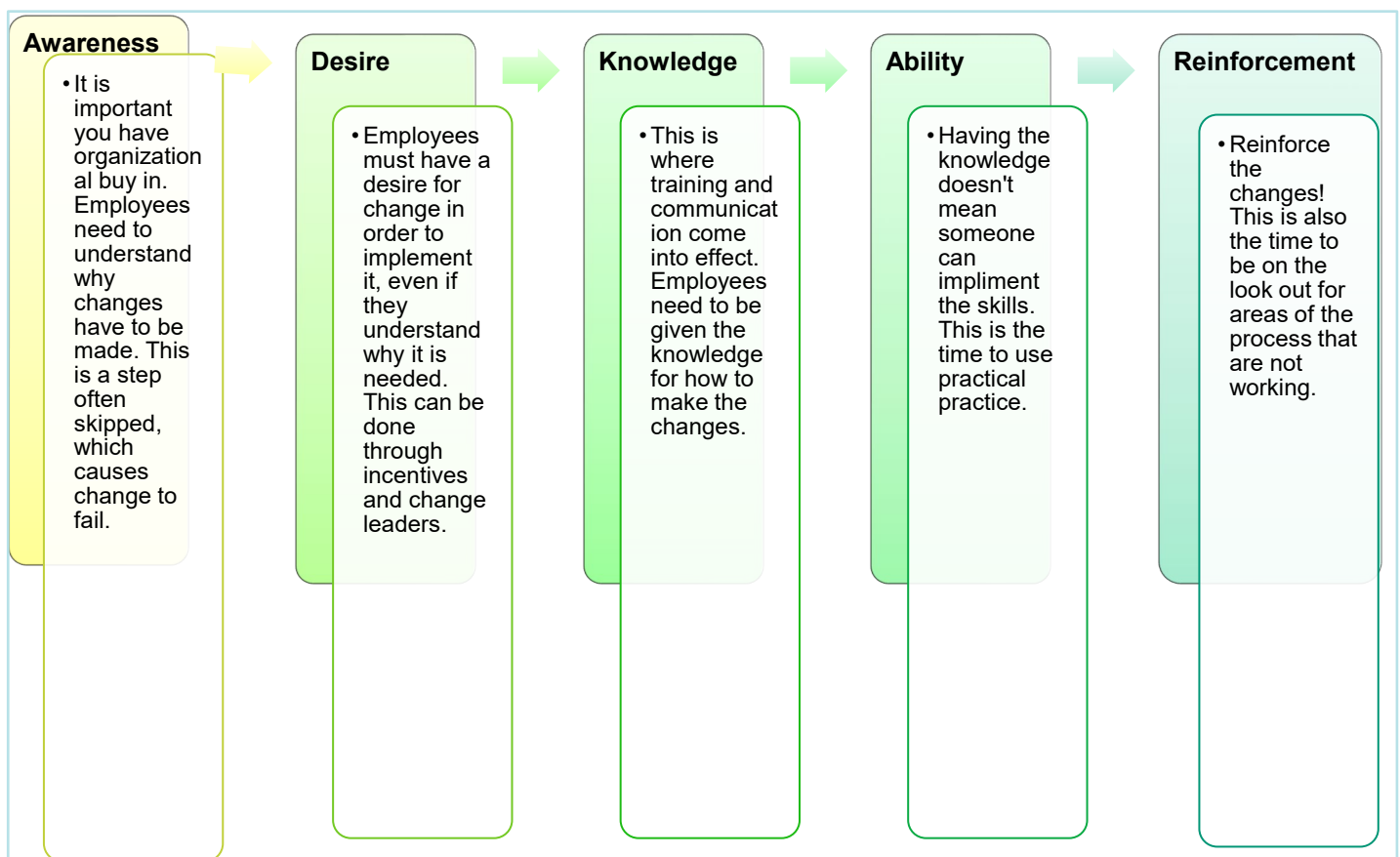
	White	Hispanic or Latino	American Indian or Alaska Native	Black or African American	Asian	Native Hawaiian or Pacific Islander	Two or More	No Answer	Some Other Race
Workforce	76%	10%	0.3%	2%	4%	1%	4%	N/A	3%
ODF	85%	4%	2%	0%	0%	0%	1%	5%	N/A
Representation Difference	9% over	6% under	2% over	2% under	4% under	1% under	3% under	N/A	N/A

# Approach to DEI Action Plan implementation

At this time, ODF is still early in the DEI journey. In 2022 a DEI Assessment was completed, which the 2023-2025 Affirmative Action Plan was based on. Based on the successes in the Department of Corrections DEI work and given the similar demographics of workforce, ODF will be adopting the same change management style: Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR) (Scherer, 2022).

The next year of DEI work will be focusing on an awareness and desire campaign to get the workforce bought into the changes that come with DEI work. The goal will be bringing the agency to the Knowledge stage of the ADKAR model by the end of 2024.

## ADKAR Methodology



Next steps will be looking at the policy, procedures, and processes that inform the direction of the agency while running an internal DEI awareness and desire campaign across the agency. To help inform this process, the agency will conduct a Racial Equity Assessment using the Racial Equity Toolkit (Nelson & Brooks, 2016)

## Key Strategy and Focus Areas



### Community Engagement

In an ecosystem, every member is important and plays a role in the overall health of the system. Communities operate in the same way. To have a healthy and productive community we must include every member in the system. This means actively engaging and developing an awareness and dynamic relationships with the whole of the public and groups who are either unheard, underrepresented, or have been historically excluded.

- Relationships with the Sovereign Nations
  - ODF hired a government-to-government liaison in 2022 to continue the long work of repairing relationships with the Nine Federally Recognized Sovereign Nations. This work will be prioritized by including the position on the leadership team.
- Relationships with historically excluded communities
  - ODF is dedicated to finding new ways to be in relationship with communities. For the 20-year shared stewardship plan, ODF is asking for financial support to facilitate more inclusive community outreach.
- Statewide public outreach and community engagement
  - ODF is actively participating with Portland State University, National Policy Consensus Center Oregon's Kitchen Table (OKT) to engage the broader public and include input from underrepresented perspectives to better inform agency values and operations. Awareness of untold needs is critical to realizing a fully representative and engaged agency. This work will be an ongoing effort, with periodic reengagement, and partnership with OKT to ensure better awareness, engagement, and communication with the whole of Oregon's diverse communities.
  - ODF is expanding recruitment by going to career fairs at universities, community colleges, and high schools across the state.

### Communications

It is vital that communication and DEI work is transparent and accountable. This requires a commitment from the agency at all levels on timely and transparent communication. In order to make

DEI operational in the agency, it is important to go beyond a “DEI Lens” on communication, as a lens can be taken off.

- Increase access for Limited English Proficiency (LEP) Oregonians to ODF services.
  - ODF will create and fill a bilingual position by the end of 2023.
  - ODF will identify prioritized documents to translate into Spanish and have them translated and available to all districts by October 2023.
  - ODF will have all interpretation and translation services available to staff clearly explained and accessible by June 2024.
  - All staff will be trained in interpretation usage by the end of 2024.
- Public facing communication
  - DEI will be a part of every aspect of the new REI/State Forest website as it is being built over the next two years.
  - DEI and Public Affairs will work on a plan for incorporating DEI into ongoing public social media posts.
- Accessibility:
  - ODF will review current ADA compliance and accommodation process and services to ensure use of best practices in accessibility.
- Awareness Campaign
  - This is where ODF’s change management awareness campaign will be achieved. A combination of micro learning, listening sessions, email communications, and in-person talks will be utilized to reach all employees.



## Data

As stewards of information in the form of data, it is imperative to remember that data can be manipulated in the hands of people. Data taken out of context is not useful and has been used in the past to enact violence on groups or be positioned to form inaccurate narratives, leading to group think or confirmation bias. So, while utilizing data is the fairest and most responsible way to track changes and challenges, it must always be look at through the context in which it was created. ODF is committed to being good stewards of data.

- ODF will continue to utilize the results of the DEI Assessment in all DEI planning.

- ODF will create an annual “Recruitment, Hiring, and Retention Highlights” document at the end of every calendar year. This report will show the demographics of applicant pools, interview pools, hires, and terminations for the calendar year. These findings will be compared with state averages and national averages.

### Decision Making and Budgets

A key aspect of the plan is for ODF to make DEI operational in the agency. Part of that will be changing the question of “is there space or time for DEI” to “how can we prioritize DEI in this?” One way progress will be shown in this area is when nothing can “opt out” of DEI.

- ODF will use the Racial Equity Toolkit the state has provided to complete an initial audit on the equity of internal decision making and budget processes. The results of this will inform next steps. This will be completed by December, 2024.

### Contracting and Procurement

- According to EO 22-15, DAS will be working towards closing gaps, removing barriers, and promoting equity in state contracting for minority-owned, women-owned, service-disabled-veteran-owned, and emerging small businesses, and businesses for whom language access is a barrier. As DAS rolls out their active measures and update the rules and expectations, ODF will continue to follow those rules and train staff accordingly.
- ODF will complete an audit on its current contracting and procurement processes using the Racial Equity Toolkit. The results of that will inform next steps. This will be completed by Dec 31, 2024.

### Diversifying Workforce and Internal Culture

With the results of the DEI Assessment, the current 2023-2025 Affirmative Action Plan (Donecker, 2023) offers a detailed map for diversifying the workforce and changing workplace culture.

### Service Delivery

ODF is a unique agency in how it serves the public.

- ODF will complete an audit on the current service delivery using the Racial Equity Toolkit. The results of that will inform next steps. This will be completed by June 1, 2024.

## DEI Operationalized

One of the goals of the state’s DEI plan is to shift DEI from being another item on a list to being built into every aspect of the agency. This requires DEI to become operationalized in every aspect of the state’s work. One of the ways this can be done is including DEI in things like all staff meeting, strategic planning, and performance reviews.

When you use a “DEI lens” you can remove the lens when it’s no longer convenient. When you operationalize DEI in an agency, it becomes a part of the work, not separate. There is no removing it when it becomes hard or inconvenient, it is still there.

## Recommendations from Pulsely Survey

Pulsely had 4 key recommendations for ODF based off the results, as well as more detailed recommendations for each at risk group.

### Key Recommendations:

1. *Equal Opportunity, a lower score at ODF, is impacting retention, engagement, and innovation for ODF; underrepresented groups had even lower scores on equal opportunity which suggests that ODF is not fully leveraging the potential these employees can bring to the workplace. Findings reveal that Women and LGBTQ+ employees who have not received promotions have lower scores on both Career Support and Equal Opportunity. While we expect higher performers to receive more development and advancement, it is unusual to see this level of statistical significance by demographic group. This finding suggests that unconscious bias is impacting career opportunities for these two groups and needs to be monitored.*

*Where career opportunity is left to organic processes, inequity in career experiences may unintentionally develop. When opportunity is impacted by affinity bias and who you know more than by objective policies, the group that benefits is those that mirror dominant group characteristics. De-bias performance management and promotion processes to increase the equity of career development and advancement.*

2. *Although it was an average score overall, Visible DEI Leadership is a key factor impacting, engagement, retention, and innovation of ODF employees. Create a sense of urgency to build more Visible DEI Leadership which reflects both whether employees see visible representation in leadership and encompasses how leaders' actions, priorities, and words are consistent with a culture of inclusion. Build D&I Championship among Leaders, an essential element for accelerating progress toward both Business and D&I goals. Employees are looking for indicators of equal opportunity signaled by greater diversity in executive leadership, more proportional rates of advancement, and leaders who demonstrate engagement to inclusion through words, actions, and priorities.*
3. *Leaders set the standard for what behavior is appropriate - either by their own behavior or whether they hold others accountable for inappropriate behavior. While Behavioral Accountability was an average score overall, it was a significant inclusion gap for many at-risk groups. Silence, in the face of misconduct, is implicit consent. To ensure a workplace that works for everyone, there needs to be much greater clarity in what is and is not acceptable workplace behavior and everyone, regardless of level, needs to be held accountable.*
4. *Work-Life Effectiveness is a significant challenge at ODF Employees need to be able to speak up about the challenges they experience in the workplace, particularly around Work-Life conflicts. Foster regular discussions between employees and their managers to identify issues and discuss mutually beneficial solutions.*

## Conclusion

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America as a country and Oregon as a state are becoming more diverse. Nationally, the share of the white population fell from 63.7% in 2010 to 57.8% in 2020, the lowest on record. Groups formerly categorized as minorities may reach majority status by 2044 and the U.S. might not have a single ethnic or racial majority by 2065. Five-point six percent of U.S. adults identify as lesbian, gay, bisexual or transgender, up from 4.5% in 2017; whereas almost 17% of adults in Generation Z identify as LGBT. Among the college-educated workforce 50.2% are women, up 11% since 2000 (Krause, 2022).

Employees in an inclusive environment are more engaged, demonstrate higher advocacy for their organizations, and have a greater intent to stay. That same study found with respect to race engaged employees are much less likely to leave their organization regardless of race (Gallup, 2022). It is imperative from both an enterprise standpoint and a moral standpoint. Advancing DEI is the moral and right thing to do.

## Executive Team Support

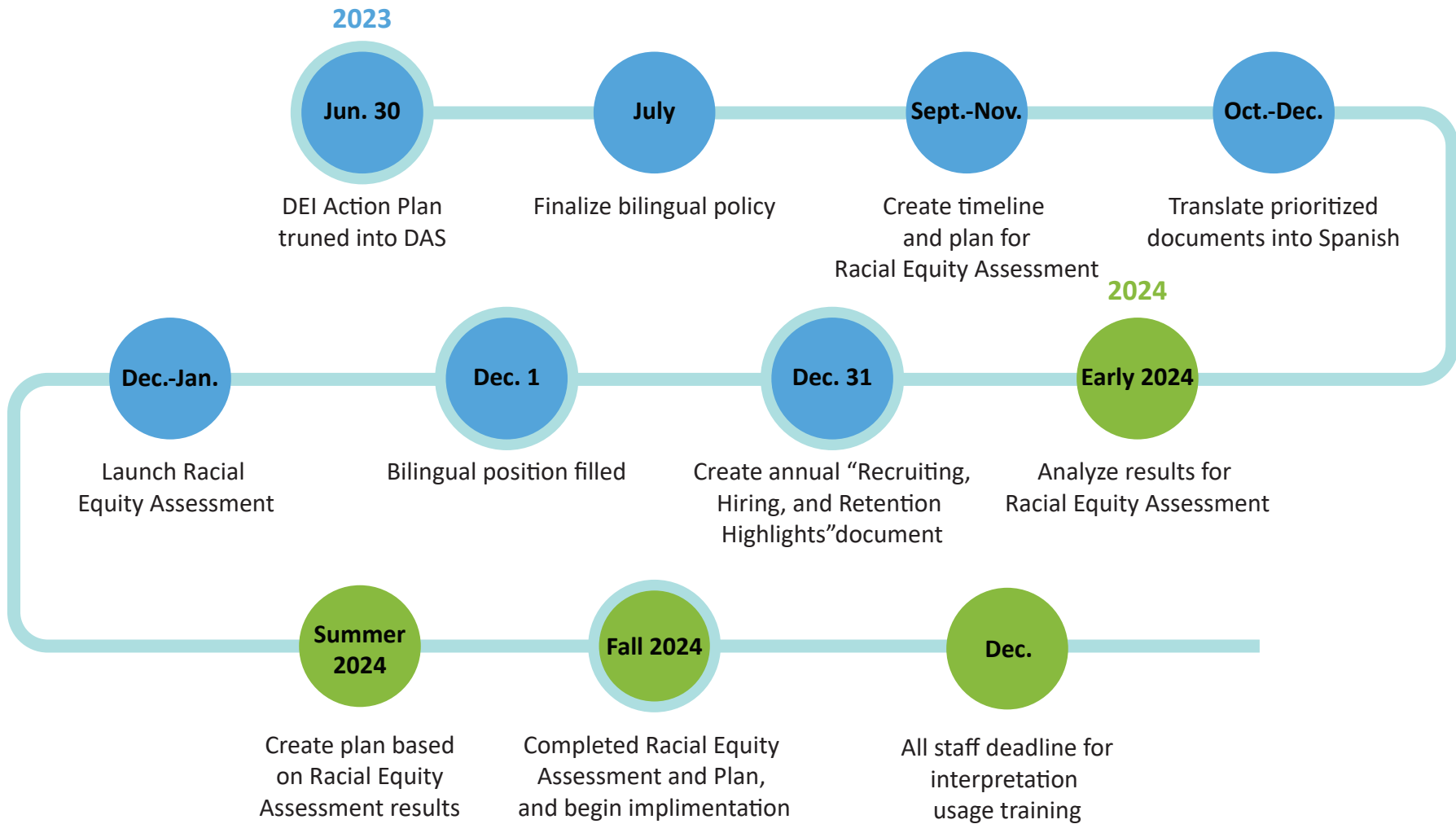
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The executive team has reviewed, provided input, and supports the approved plan. We believe this plan aligns with the expectations set forth by the governor, the state, and Oregonians. We understand the purpose of the plan and are committed to supporting these values. We appreciate the support and commitment of all ODF employees to achieve these goals as part of your service to Oregonians.

This work is not just on the shoulders of the DEI Council or the DEI Strategy Officer; it takes a commitment from everyone in the agency. Thank you for your commitment to this work, your patience and grace.



# DEI Action Plan Timeline 2023-2025



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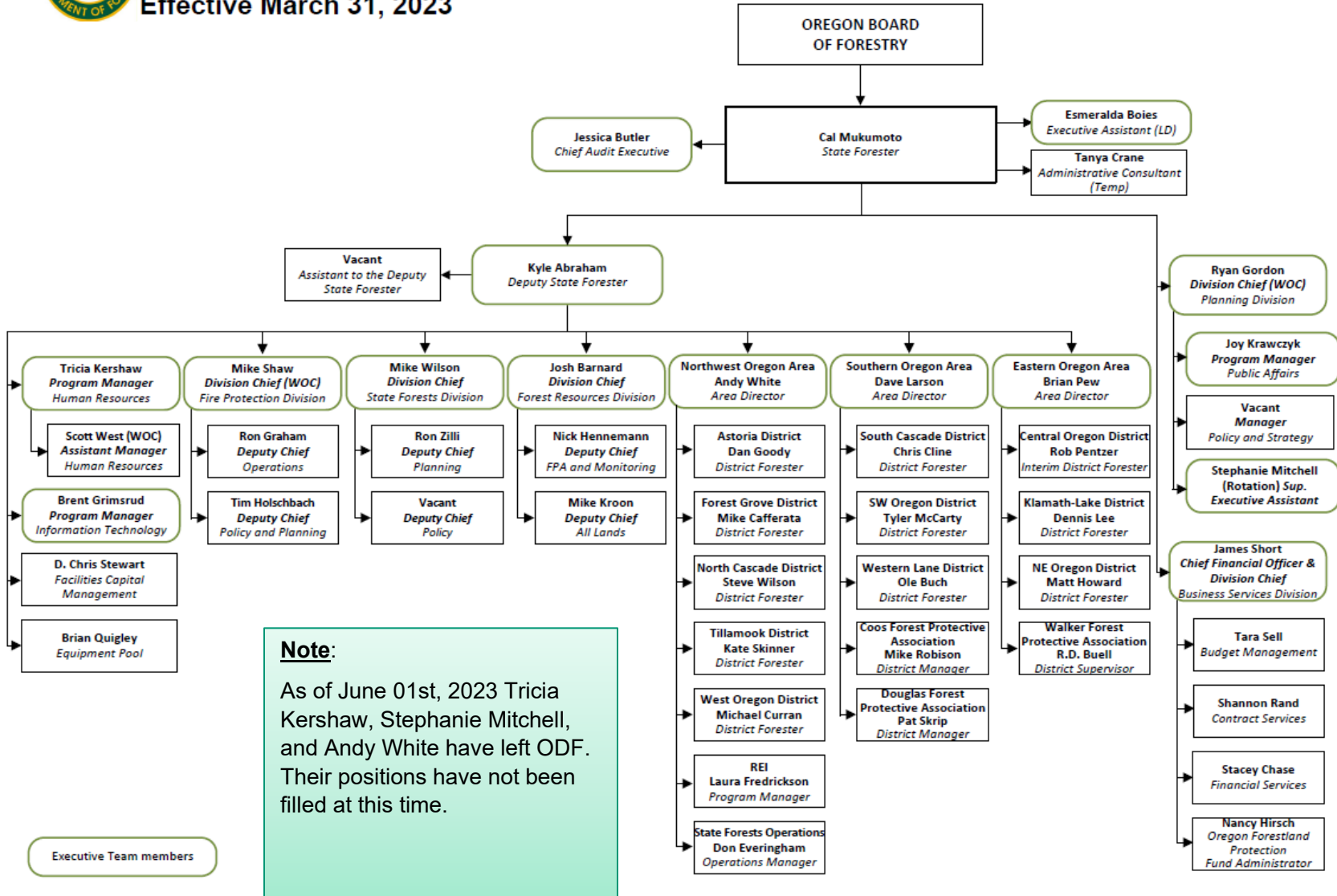
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# Appendix A: ODF Top-Line Organizational Chart



## ODF Top-Line Organizational Chart Admin Reorganization Effective March 31, 2023



**Note:**  
As of June 01st, 2023 Tricia Kershaw, Stephanie Mitchell, and Andy White have left ODF. Their positions have not been filled at this time.

Executive Team members

# Appendix B: DEI Assessment Results

## At-Risk Groups

### Degree of Gap:

■ Small   
 ■ Medium   
 ■ Large   
 ■ Very Large

Grade	At Risk Groups	% of Pop.	Inclusion Gaps	Performance Indicators Impacted	Prioritized Actions
No Promotion	<b>D</b> LGBTQ+/PNTS with No Promotion	5%	<ul style="list-style-type: none"> <li>Equal Opportunity</li> <li>Career Support</li> <li>Visible DEI Leadership</li> <li>Behavioral Accountab.</li> </ul>	<ul style="list-style-type: none"> <li>Innovation</li> <li>Engagement</li> <li>Retention</li> </ul>	Build objective selection criteria, fairness in job progression, and reduce favoritism to minimize affinity bias. Monitor the patterns of outcomes from <u>performance appraisals</u> and <u>promotion decisions</u> by demographic group to assess the equity of and fairness of career opportunity.
	<b>C-</b> Women with No Promotion	14%	<ul style="list-style-type: none"> <li>Equal Opportunity</li> <li>Career Support</li> <li>Behavioral Accountab.</li> <li>Visible DEI Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Engagement</li> <li>Innovation</li> <li>Retention</li> </ul>	
Gender Intersection	<b>D</b> Women with 40-44 years old	6%	<ul style="list-style-type: none"> <li>Career Support</li> <li>Belonging</li> <li>Behavioral Accountab.</li> <li>Equal Opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Engagement</li> <li>Innovation</li> <li>Retention</li> </ul>	Provide more intentional focus on capability-building of <u>experienced women</u> , clear career path guidance, and programs with structured career supports.
	<b>C-</b> Women of Color	5%	<ul style="list-style-type: none"> <li>Behavioral Accountab.</li> <li>Career Support</li> <li>Belonging</li> <li>Visible DEI Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Innovation</li> <li>Retention</li> <li>Engagement</li> </ul>	To ensure a workplace that works for everyone, there needs to be much greater clarity in what is and is not acceptable workplace behavior and everyone, regardless of level, needs to be held accountable. Encourage <u>constructive dialogue</u> about differences and a culture where those from the dominant groups can speak up to hold each other accountable for non-inclusive comments, "jokes", and behavior.
	<b>C-</b> Top Management/ Sr Level Women	2%	<ul style="list-style-type: none"> <li>Behavioral Accountab.</li> <li>Belonging</li> <li>Career Support</li> <li>Visible DEI Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Engagement</li> <li>Innovation</li> <li>Retention</li> </ul>	
	<b>D</b> NW/Seed Women	7%	<ul style="list-style-type: none"> <li>Behavioral Accountab.</li> <li>Belonging</li> <li>Equal Opportunity</li> <li>Visible DEI Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Engagement</li> <li>Innovation</li> <li>Retention</li> </ul>	
Job Level	<b>D</b> Management non-supervisory	6%	<ul style="list-style-type: none"> <li>Equal Opportunity</li> <li>Work-life Effectiveness</li> <li>Manag. Relationships</li> <li>Visible DEI Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Retention</li> <li>Innovation</li> </ul>	Build <u>mentoring and sponsorship</u> programs to support career growth of high potentials.
Age	<b>C-</b> 36-39 years old	15%	<ul style="list-style-type: none"> <li>Work-life Effectiveness</li> <li>Visible DEI Leadership</li> <li>Belonging</li> <li>Equal Opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Retention</li> <li>Innovation</li> <li>Engagement</li> </ul>	Promote more effective <u>work-life</u> utilization, role modeled by leaders so that employees are not stressed trying to conform to work patterns that aren't sustainable for them.

## Appendix C: Diversity, Equity, and Inclusion Glossary of Concepts

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**Accessibility:** The extent to which a space is readily approachable and usable by people with disabilities. A space can be described as:

- Physical or literal space, such as a facility, website, conference room, office, or bathroom
- Figurative space, such as a conversation or activity
- Digital space, such as a website

**Anti-Black Racism:** Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that Black people are inferior to another racial group. Anti-Black racism is reflected in interpersonal, institutional, and structural levels of racism.

**Anti-Racism:** Active process of identifying and challenging racism, by changing systems, organizational structures, policies and practices, and attitudes, to redistribute power in an equitable manner.

**Colonialism:** Colonialism is a practice of subjugation and economic exploitation of one people over another, through political and economic control, often involving extraction of resources and/or removal of people from an existing place.<sup>25</sup>

**Color-Blind Racial Ideology:** The belief that people should be regarded and treated as equally as possible, without regard to race or ethnicity. While a color-blind racial ideology may seem to be a pathway to achieve equity, in reality it ignores the manifestations of racist and discriminatory laws and policies which preserve the ongoing processes that maintain racial and ethnic stratification in social institutions.

**Cultural Humility:** When one maintains an interpersonal stance that is open to individuals and communities of varying cultures, in relation to aspects of the cultural identity most important to the person. Cultural humility can include a life-long commitment to self-critique about differences in culture and a commitment to be aware of and actively mitigate power imbalances between cultures.

**Discrimination:** The unequal treatment of members of various groups based on race, ethnicity, gender, gender expression, socioeconomic class, sexual orientation, physical or mental ability, religion, citizenship status, a combination of those identified, and/or other categories. *Also refer to Racism.*

**Diversity:** Honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

**Equality:** The effort to treat everyone the same or to ensure that everyone has access to the same opportunities. However, only working to achieve equality ignores historical and structural factors that benefit some social groups and disadvantages other social groups in ways that create differential starting points. *Also refer to Racial Equity; Justice.*

**Equity:** Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of

support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.

**Gender Pronoun:** The term one uses to identify themselves in place of their name (i.e. ze/hir/hirs, ey/em/eirs, they/them/theirs, she/her/hers, he/him/ his, etc.). The use of the specific gender pronoun identified by each individual should be respected and should not be regarded as optional.

**Implicit Bias:** A belief or attitude that affects our understanding, decision, and actions, and that exists without our conscious awareness.

**Inclusion:** A state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

**Individual Racism:** This type of racism, often unknowingly, rests within individuals and comprises our private beliefs and biases about race and racism. Such ideas are influenced and shaped by the larger culture that surrounds us and can take many different forms including: prejudice towards others of a different race; internalized oppression — the negative beliefs about oneself by people of color; or internalized privilege —beliefs about superiority or entitlement by white people.

**Interpersonal Racism:** This is the form of racism that people most often think of – a set of intentionally harmful, extremist actions and behaviors executed by specific persons against other individual people. This is the bias that occurs when individuals interact with others and their personal racial beliefs affect their public interactions.

**Institutional Racism:** As the name suggests, this form of racism occurs within institutions and reinforces systems of power. It is often more difficult to name or witness because it is more deeply embedded in practices and policies, often presenting as a norm. Institutional racism refers to the discriminatory policies and practices of particular institutions (schools, workplaces, etc.) that routinely cause racially inequitable outcomes for people of color and advantages for white people. Individuals within institutions take on the power of the institution when they reinforce racial inequities.

**Intersectionality:** Coined by Professor Kimberlé Crenshaw in 1989, this term describes the ways in which race, class, gender, and other aspects of our identity, “intersect” with one of another, overlap, intersect, and interact, informing the way in which individuals simultaneously experience oppression and privilege in their daily lives interpersonally and systemically. Intersectionality promotes the idea that aspects of our identity do not work in a silo. Intersectionality, then, provides a basis for understanding how these individual identity markers work with one another.

**Justice:** The process required to move us from an unfair, unequal, or inequitable state to one which is fair, equal, or equitable, depending on the specific content. Justice is a transformative practice that relies on the entire community to respond to past and current harm when it occurs in society. Through justice, we seek a proactive enforcement of policies, practices, and attitudes that produce equitable access, opportunities, treatment, and outcomes for all regardless of the various identities that one holds.

**Oppression:** A system of supremacy and discrimination for the benefit of a limited dominant class that perpetuates itself through differential treatment, ideological domination, and institutional control. Oppression reflects the inequitable distribution of current and historical structural and institutional power, where a socially constructed binary of a “dominant group” holds power, wealth, and resources

at the detriment of the many. This creates a lack of access, opportunity, safety, security, and resources for non-dominant populations.

**Prejudice:** A preconceived opinion or assumption about something or someone rooted in stereotypes, rather than reason or fact, leading to unfavorable bias or hostility toward another person or group of people. Literally a “pre-judgment.”

**Racial Disparity:** An unequal outcome one racial group experiences as compared to the outcome for another racial group.

**Racial Disproportionality:** The underrepresentation or overrepresentation of a racial or ethnic group at a particular decision point, event, or circumstance, in comparison to the group’s percentage in the total population.

**Racial Equity:** Closing the gaps so that race can no longer predict any person’s success, which simultaneously improves outcomes for all. To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive. This commitment requires a paradigm shift on our path to recovery through the intentional integration of racial equity in every decision.

**Racial Justice:** The proactive process of reinforcing and establishing cement of policies, practices, attitudes, and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all individuals and groups impacted by racism. The goal, however, is not only the eradication of racism, but also the presence of deliberate social systems and structures that sustain racial equity through proactive and preventative measures. *Also refer to Social Justice; Anti-Racism.*

**Racial Microaggression:** Commonplace verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate or imply hostile or derogatory racial slights and insults toward people of color (e.g. asking a person of color “How did you get your job?” to imply they are not qualified).

**Racism:** The systematic subjugation of members of targeted racial groups, who hold less socio-political power and/or are racialized as non-white as means to uphold white supremacy. Racism differs from prejudice, hatred, or discrimination because it requires one racial group to have systematic power and superiority over other groups in society. Often, racism is supported and maintained, both implicitly and explicitly, by institutional structures and policies, cultural norms and values, and individual behaviors.

**Restorative Justice:** A theory of justice that emphasizes repairing harm by having the parties decide together in order to cause fundamental changes in people, relationships, and communities.<sup>26</sup>

**Social Justice:** A process, not an outcome, which (1) seeks fair (re)distribution of resources, opportunities, and responsibilities; (2) challenges the roots of oppression and injustice; (3) empowers all people to exercise self-determination and realize their full potential; (4) and builds social solidarity and community capacity for collaborative action.

**Structural Racism:** Distinct but related to institutional racism, structural racism refers to how racial bias among institutions work together — intentionally or not — to disenfranchise people of color and create disparate outcomes. This involves the cumulative and compounding effects of an array of societal factors, including the history, culture, ideology, and interactions of institutions and policies that systematically privilege white people and disadvantage people of color. The effects of structural racism are hard to pinpoint because they are cumulative and pervasive.

**Systems of Oppression:** The ways in which history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs interact to maintain a hierarchy — based on race, class, gender, sexuality, and/or other group identities — that allows the privileges associated with the dominant group and the disadvantages associated with the targeted group to endure and adapt over time.

**Systems Reform or Systems Change:** A process designed to address the root causes of social problems and fundamentally alter the components and structures that perpetuate them in public systems (i.e. education system, child welfare system, etc.).

**Targeted Universalism:** Setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.

**White Privilege:** The unearned power and advantages that benefit people just by virtue of being white or being perceived as white.

**Xenophobia:** Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that immigrants are inferior to the dominant group of people. Xenophobia is reflected in interpersonal, institutional, and systemic levels of oppression and is a function of white supremacy.

*This glossary was borrowed from the State of Oregon Diversity, Equity, and Inclusion Action Plan (Stoudamire-Wesley, 2021).*