



Affirmative Action Plan 2023-2025

Fariborz Pakseresht, Director
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503-945-7001

Date

Juliet O. Valdez
Affirmative Action Manager
Office of Cultural Change
Department of Administrative Services
155 Cottage Street NE
Salem, OR 97301

Dear Juliet,

The Oregon Department of Human Services is committed to having a workforce that reflects the diversity of the state. We are committed to providing equal employment opportunities and equal access to programs and services to all Oregonians.

Enclosed is the 2023-2025 Affirmative Action Plan for the Oregon Department of Human Services. The plan highlights our accomplishments in affirmative action, diversity, and inclusion, as well as our goals for continuing to attract and maintain a diverse workforce.

Our accomplishments include on-going programs such as RiSE, implementing a Trauma Aware Office and strengthening our ODHS Equity North Star. We have also developed a strong network of Employee Resource Groups, creative recruitment outreach, and on-going agency-wide training which assist with making the workplace safe, welcoming, and inclusive.

New goals for 2023-2025 include continuing to promote programs that support ODHS' transformation to an anti-racist organization that is equity centered and anti-oppressive. This will be done by developing robust systems of improvement that are rooted in collaboration, community voice and a relational approach to improved ODHS service delivery. Our goals are to ensure that we infuse RiSE and Equity in ODHS position descriptions, interview processes and that we evaluate these processes for implicit bias. We will move toward innovative recruitment outreach processes, increasing community engagement and ultimately cultivating a welcoming, respectful, and inclusive work culture.

In addition to our commitment to having a diverse workforce and a welcoming environment, we continue to support the work of other agencies and the Office of Cultural Change to promote diversity, equity, and inclusion statewide.

If you have any questions about the plan or want more information, please contact me at 503-947-7945-7001 or Helen Hoang, our agency affirmative action representative, at 503-689-7410.

Sincerely,

Fariborz Pakseresht

ODHS Director

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I. Agency Description

The Oregon Department of Human Services (ODHS) is Oregon's principal agency for helping Oregonians achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity, especially for those who are least able to help themselves.

ODHS provides direct services to more than one million Oregonians each year. These services provide a key safety net for those in our society who are most vulnerable or at a difficult place in their life.

Our mission

To help Oregonians in their own communities achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity.

Our vision

Safety, health and independence for all Oregonians.

What we value

ODHS aspires to have a workforce that aligns its actions with these core values:

- Integrity
- Innovation
- Respect
- Service Equity
- Responsibility
- Stewardship
- Professionalism

Our objective

- People are safe and living as independently as possible.
- People can support themselves and their families through stable living wage employment.
- Children and youth are safe, well and connected to their families, communities and cultural identities.
- Choices made by seniors and people with disabilities about their own lives are honored.
- Partners, clients and community members are actively engaged in a variety of collaborative and meaningful ways.
- Culturally specific and responsible services are provided by highly qualified and diverse staff.
- The department is committed to equal access, service excellence and equity for all Oregonians.

Affirmative Action Contact List

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ODHS Office of Equity and Multicultural Services

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Affirmative Action/Equity and Diversity

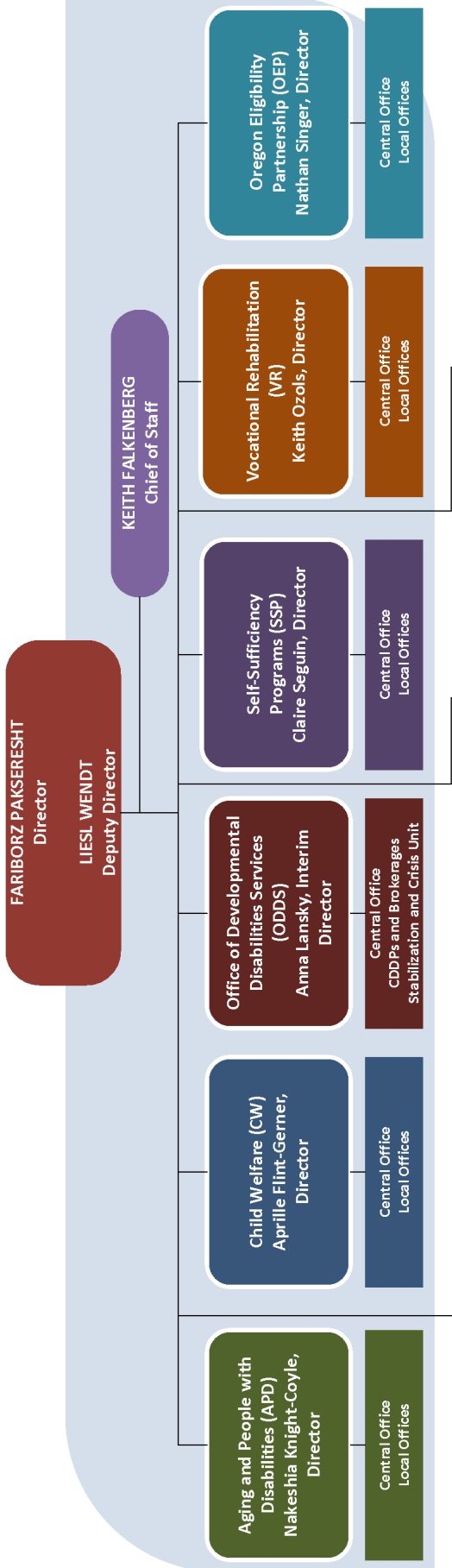
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Adele O'Neal, AA Representative

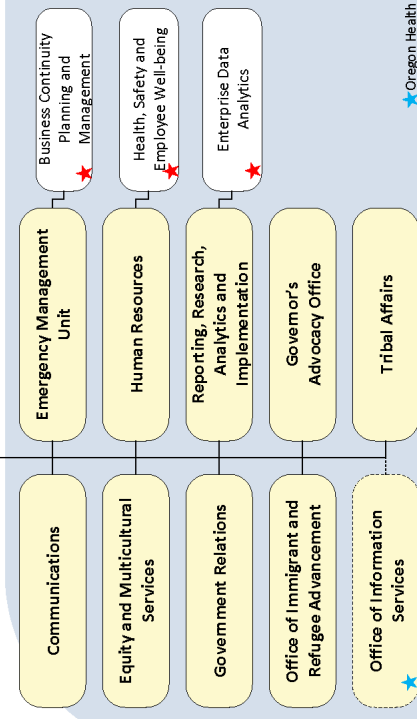
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Salem, OR 97301
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OREGON DEPARTMENT OF HUMAN SERVICES (ODHS)

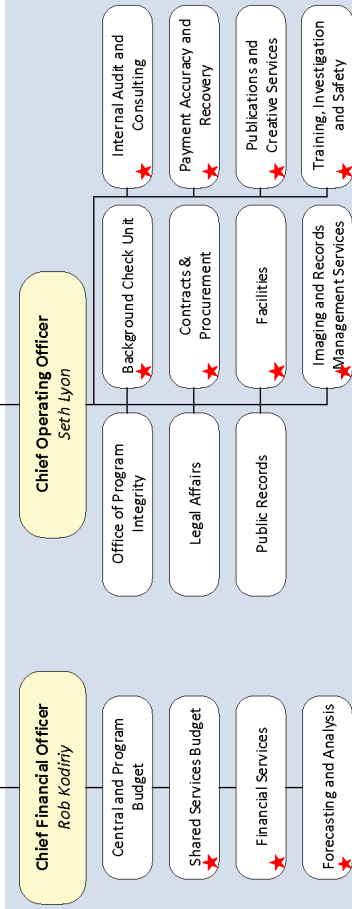
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ODHS DIRECTOR'S OFFICE



CENTRAL AND SHARED SERVICES



★ Oregon Health Authority (OHA) Shared Service: ODHHS program also providing services to ODHHS.
 ★ Oregon Department of Human Services (ODHS) Shared Service: ODHHS program also providing services to OHA.

II. Affirmative Action Plan

Equal employment opportunity/affirmative action statement

At the Oregon Department of Human Services, we are committed to providing equal opportunity in employment regardless of race, religion, color, national origin, marital status, sex, sexual orientation, gender identity, age, veteran's status, or mental or physical disability. We are also committed to ensuring that any employee who requires reasonable accommodations to do his or her job will receive accommodation.

We will use our Affirmative Action Plan as the blueprint to help us achieve this. The Plan can be found on the internal ODHS website, OWL, the external ODHS webpage, or it can be requested from the Affirmative Action/Equity and Diversity Manager.

We believe that every one of us at ODHS is responsible for creating and contributing to an inclusive and professional work environment that is safe for everyone. To help ensure the success of our action plan, the ODHS Director and executives will make necessary decisions, allocate resources, monitor the accomplishments of this plan on an ongoing basis, and adjust the plan as necessary.

In addition, management staff has a special responsibility to ensure the work environment is free from any form of discrimination, harassment or retaliation for filing a complaint related to workplace concerns. All management staff should be active in support of recruitment and career development programs that ensure equitable representation of minorities, women, veterans and people with disabilities in all job classifications. Management will be responsible for ensuring meaningful progress toward achieving affirmative action goals, such as diversity development as a component of staff and management performance evaluations.

We are proud of the work we have done, and much work remains. Any manager or employee who has questions about our Affirmative Action Plan can contact the office at 503-945-6000. Also, anyone who believes he or she has been discriminated against based on an individual's protected class status may file a complaint in accordance with the Department of Administrative Services (DAS) statewide Discrimination and Harassment Free Workplace policy 50.010.01 by contacting:

Oregon Department of Human Services
500 Summer Street NE Salem, OR 97301
503-945-6000
DHS.HumanResources@odhs.oregon.gov

Oregon Bureau of Labor and Industries
800 NE Oregon St. Suite 1045 Portland, OR
97232 971-673-0761

Diversity, equity and inclusion statement

The Oregon Department of Human Services (ODHS) acknowledges our responsibility to serve all Oregonians by interrupting systemic inequities and upholding human rights. We strive for an environment where one's race/ ethnicity, class, gender, language, sexual orientation, ability, veteran's status, and other identities do not predict life outcomes within our programs. With great humility, we accept responsibility for our mistakes and actively work to correct them. We will include the voices of communities we serve and work to integrate diversity, equity, inclusion, and accessibility into everything we do.

Training and Education

An ongoing ODHS goal is to incorporate cultural responsiveness, diversity, equity, inclusion, trauma awareness, racial equity, and accessibility considerations into our program and staff development training. All ODHS course offerings support the ODHS value of honoring and respecting the differences inherent in a multicultural workforce. Furthermore, to be effective, ODHS will conduct all courses using adult learning theory and learning style methodology.

Office of Equity and Multicultural Services (OEMS)

In a New Year message from Director Fariborz Pakseresht, he stated that it is even more important to keep the Equity NorthStar front and center, to deliver on our commitment to anti-racism, RiSE principles, and Trauma Aware. These efforts are as much connected to the general public's well-being as they are to our own staff. ODHS is proud of its numerous diversity and equity efforts. The [Office of Equity and Multicultural Services \(OEMS\)](#) consistently provides a variety of diversity and equity training topics. Going beyond celebrating different cultures and moving toward equity outcomes for all has been a focus of the agency in recent years. The Office of Equity and Multicultural Services provides support to ODHS programs centered in Service Equity Management, Language Access, supporting REAL D (Race, Ethnicity, Language and Disability Data) integration into ODHS systems and Community Engagement to highlight some of the services provided by OEMS.

EquiTea Dialogues (internal resource for employees) kicked off in July 2020. In response to national events surrounding systemic racism and the disparate impact of COVID-19 on communities of color, we developed virtual discussions using Zoom technology to bring people together and discuss equity topics and concerns. Feedback from ODHS staff has been overwhelmingly positive.

RiSE (internal resource for employees) was transitioned into OEMS in 2020 to support the agency commitment to becoming an equitable and anti-racist organization as described in the Equity North Star. It is about creating an intentional, positive, equitable and trauma aware organizational culture. It is a vision of an organization where we all feel safe, valued, supported, strengthened and engaged in our personal growth and the agency's growth. As an agency, we continue to strengthen our RiSE culture.

RiSE has built and revised a framework reflective of the voice and needs of our employees that centers equity. The RiSE Champion network launched and has grown to over 300 members, who are incorporating RiSE elements in team and program meetings, events, and communications across the state. RiSE developed and delivered multiple tools, offered coaching and support cross program, districts and various ODHS projects. RiSE also co-created multiple tools and events supporting our workforce during significant negative and traumatizing events (wildfires, pandemic, racial injustice).

The Unified Equity Framework was developed to ensure that we move toward our goal of transformation centered in equity, well-being, and trauma informed practices. The Unified Equity Framework will serve as a core transformational effort across the organizations. The Unified Equity Framework provides a foundational approach to systemic change, while honoring the values and vision set forth by each ODHS program. The Unified Equity Framework and its four main pillars (Programmatic Assessment, Program Equity Plan, Program Equity Dashboard and Program Service Equity Council) will advance racial equity with intersectional approach that builds capacity, increases awareness of root causes and sound institutional practice that moves ODHS towards a transformation aligned with the State of Oregon Equity Action Plan and the ODHS Equity North Star.

Volunteers

The pandemic hit the volunteer program hard because we weren't able to engage volunteers and interns in our offices and virtual opportunities were limited. In 2022, we are slowly growing our volunteer pool again.

Jan. 1, 2021 – Dec. 31, 2021

ODHS had 98 Volunteers, 42 of which were interns. There were 62 volunteers identifying as female and 36 identifying as male. Volunteers' ages ranged from 20 to 83 years old.

Race or Ethnicity	Number of self-identified volunteers
American Indian or Alaska Native	4
Asian	3
Black or African American	1
Hispanic or Latino/a	12
Middle Eastern/Northern African	1
White	53

Volunteers contributed 18,179 hours, valued at \$544,461. (According to IndependentSector.org, volunteer time in Oregon was valued at \$29.95 per hour in 2021.)

Leadership development

Leadership Academy

Since 2003 the ODHS Leadership Academy has been preparing the leaders of the future as well as enhancing the skills of current leaders. Investing in workforce development through programs such as the Leadership Academy is a priority for ODHS. The academy is a critical component of ODHS strategy to provide our agency with current leaders as

well as leaders for the future. This program is designed for those at salary range 19 and above that have demonstrated true leadership potential within the agency and are deeply committed to their own professional development in service to others. It is available to both represented and management employees. Selection is based on manager approval, recommendation, a commitment to attend all sessions (Four hours twice a month) and personal statement of interest.

A testimonial from a previous attendee stated:

“I benefited from the process in the form of networking both within my leadership Academy cohort, as well as everyone with whom I interacted as a result of the assignments. There is a required group project which is challenging, but Leadership Academy provides an opportunity to demonstrate various skill sets my daily job and routines would not have provided and to draw from those experiences in my next interview. It was also important for me to have more conversations about diversity, equity, and inclusion, and I made some great connections/allies within the group.”

Thirty employees participated in and completed the 2020–2021 academy. Projects included:

- **Community Care:** Identified and compiled some of the ways that Community Care is being and/ or could be practiced at ODHS so that everyone within our ODHS community has the opportunity to thrive.
- **HR Virtual Recruitment:** Focused on the critical need for the agency to increase its focus on strategic and targeted outreach to underserved communities for Senior Professional and Seasoned Professional/Executive recruitments.
- **ICU- Identify, Connect, & Understand:** The project objective is to combine resources that are accessible to ODHS staff, help mitigate disparities, increase mental health resiliency, and improve psychological health in the workplace. The project is designed to reduce the stigma associated with mental health and foster a workplace culture that supports emotional wellbeing.
- **Joint Response:** This project focused on counties formal MDT Protocols which revealed there is not a consistent or statewide framework for “appropriate use of law enforcement”, and furthermore even in regions and offices where we the relationship as collaborative and meaningful, our communities experience that relationship as oppressive and traumatizing.
- **Remote Teamwork:** Focused on how to how we create connectedness and belonging while teams are working remotely. A toolkit was created to offer multifaceted support to meet the needs of the individual and the larger team in promoting engagement via technological supports and person-centered resources readily available to ODHS employees.
- **Social Justice Circle:** In support of ODHS becoming an anti-racist agency, the Social Justice Circle is a program focused around identities, experiences, and dialogue. Participants will be asked to reflect on their own identities, privilege and oppression, dominant narratives, and to consider their role in supporting and their

commitment to ODHS becoming an anti-racist agency. Program-focused social justice training will increase cultural agility while improving communication and relationships among the diverse staff and communities we serve.

Leadership Academy participant gender, ethnicity, and disability 2020–2021 cohort

Race/Ethnicity	Female	Male	Total
American Indian or Alaska Native	3		3
Asian			0
Black or African American	2		2
Hispanic or Latino	6		6
Native Hawaiian or Other Pacific Islander	1		1
Two or More Races	1		1
White	13	3	16
Declined to State		1	1
Total	26	4	30
People with disabilities	1		1

Aspiring Leaders Program

The Aspiring Leaders Program (ALP) is for all employees (with a focus on those in positions lower than salary range 19) to encourage employees to develop their careers. More than 600 employees have participated in the training since it began in 2010.

The Aspiring Leaders Program focuses on the ODHS Leadership Model and the idea of leading from any chair. ALP spends a lot of time on self-understanding, reflection, personal development, and practical skills and tools that can be used at any level or role. The concepts and tools presented in ALP include, but are not limited to, the following:

- Mindsets for Performance
- Self-reflection
- Decision Making
- Personal Strategic Planning
- Equity and Inclusion
- Neurolinguistic Programming
- Communication and Dialogue
- LIFO (a behavioral assessment)
- Project Management/Teamwork

- ODHS Leadership Model
- Public Speaking
- ORID (a decision-making tool)

Aspiring Leadership Program participant gender, ethnicity and disability 2021 cohort

Race/Ethnicity/Disability	Female	Male	Total
American Indian or Alaska Native			0
Asian	1		1
Black or African American			0
Hispanic or Latino	4	1	5
Native Hawaiian or Other Pacific Islander			0
Two or More Races		1	1
White	25	2	27
Declined to State	1		1
Total	31	4	35
People with disabilities	1	1	2

Thirty-five employees participated in and completed the 2021 academy. Projects included:

- Sex Trafficking Awareness for At Risk Youth
- Equity Newsletter
- Gardening for Self Sufficiency
- Post-Partum Depression Support for New Parents
- Safety First– Car Seat Safety for Child Welfare Staff
- Project GRIT
- Coordinated Care Organization Resource Guide
- Love, Motivate, Empower: Raising Children Without Spanking
- Pets for Vets
- Relational Questions in Customer Satisfaction Surveys

Programs

RiSE

RiSE is about creating an intentional, positive, equitable and trauma informed organizational culture. It is a vision of an organization where all feel safe, valued, supported, strengthened and engaged in our personal growth and the agency's growth. Our experience, actions and knowledge shared through RiSE will help ODHS be better tomorrow than we are today.

The six elements of RiSE are rooted in human development, resiliency, equity and organizational change research:

- **Safety Well-being and Belonging**
Individuals and environments contribute to physical, emotional, spiritual, psychological, social, cultural and environmental safety, health and well-being.
- **Honor and Value Each Other**
Relationships and communities flourish when everyone is valued for their full and authentic selves.
- **Equitable Treatment and Racial Justice**
Becoming an anti-racist and anti-oppressive organization requires a relational and humanistic approach and active, intentional and consistent participation from each of us.
- **Collective Responsibility and Growth**
Our commitment, ideas and efforts are valued, affirmed and strengthened and we are connected through a collective responsibility to our communities.
- **Meaningful Participation and Shared Power**
Individuals have the skills, resources and equitable opportunities to shape our environments and the direction of our agency.
- **Interconnected Communities**
The organization, our communities and teams are linked through shared goals and collaboration.

The six RiSE elements are a guide for each of our employees in the collective work of the agency to help ensure that ODHS has a workplace that is safe, welcoming, inclusive, engaged and fosters well-being and belonging.

Internship Program

Each program hires interns as needed. The Child Welfare Program has had a long-standing partnership with Portland State University to train and coordinate internships for employees completing their master's degree in social work. According to the Portland State University website, The Child Welfare Partnership, founded in 1993, was one of the first in the nation to combine social work research, training and education into one integrated program. Over the years, the Partnership has worked with Oregon's public child welfare system to promote the shared goals of practice evolution, workforce recruitment, retention, diversity, and practice skill and innovation. More than 200 agency employees have earned professional BSW or MSW degrees customized to practice in child welfare and returned to serve the agency as leaders and advanced practitioners.

Aging and People with Disabilities' work with interns is somewhat informal at this time. The number of students varies each year depending on the school and how many students are

interested in interning with APD. APD has hosted students from Portland State Graduate School of Social Work (several different campuses, programs, and degrees), George Fox University and Pacific University (new for 2020). A Walden University program is in development starting later in 2020. We also are working on a program with OHSU/PSU School of Public Health (Public Health education program) and a program for other interns who are not affiliated with a school.

Equity and Inclusion Committee

The objective of Equity and Inclusion Committees (EICs) is to educate and empower ODHS staff to learn about diversity, equity and disparities in our communities via presentations and events in collaboration with Tribes and community partners to be able to better serve, empathize with and provide services to Oregonians. Currently, all 16 districts as well as the Oregon Child Abuse Hotline (ORCAH) all have established EICs. Each of the EICs are building relationships with Tribes and community members/organizations to ensure that their voice is included at the table.

Employee Resource Groups (ERGs)

ODHS formed Employee Resource Groups (ERGs) as a diversity and inclusion best practice to leverage the collective experiences, skills and backgrounds that our most valuable resource — our employees — bring to work every day. We want to create a more engaged and motivated workforce that contributes to the agency's success and meaningfully connects us to the populations we serve.

ERGs organize and sponsor numerous events, workshops, discussions, and outreach to communities. They also host lectures and other activities throughout the year. Members serve on hiring panels and help HR recruiters outreach to diverse communities. The lead officer in each ERG serves on the agency's ERG Leadership Council as a subject-matter expert and advises the agency on a wide range of policy issues. For internal employees interested in starting a new or joining an existing ERG, refer to the ERG Membership form.

One of the most important components of our Employee Resource Groups is the governance groups that have been formed. Each quarter ERG Leadership Quarterly meetings take place to ensure that the leadership of Employee Resource Group can communicate best practices and share information with each other regarding their activities.

Employee Resource Groups have also created a mentoring program. The Employee Resource Group Mentoring program is committed to providing opportunities for professional growth to ODHS staff. This program will offer ERG members supports and resources, such as the opportunity to be matched with a mentor depending on their needs. The ERG mentoring program upholds the values and goals as outlined in the ODHS Equity North Star, RiSE Culture, and Trauma Aware.

Currently ODHS has 12 official ERGs:

- AAMC (African American Management Council)
- AbleNet
- APINET (Asian/Pacific Islander Employee Network)

- B.E.S.T. (Black Employee Support Team)
- Mi Gente (Hispanic Network)
- P.R.I.D.E. (People Respecting Individual Differences Everywhere)
- Slavic ERG
- VERG (Veterans ERG)
- WAHONE (We Are Here Oregon Native Employees)
- WELD (Women's Equity Leadership and Development)
- Mental Health Matters (Mental Health Matters)
- RAIN (Refugee And Immigrant Network)

Community Engagement

OEMS has facilitated community engagement meetings since 2019 with the African American, COFA (Compact of Free Association) community and Latino/a/x communities. OEMS is planning more listening sessions and frameworks to support those and other communities. ODHS recruiters are working with many organizations to provide outreach and application assistance. Some of these include the Tribal communities, colleges and universities, and Veteran's organizations.

Community Engagement is a collective process, during which people address shared concerns, propose solutions to shared problems and as a result, bolster equitable and positive social change. ODHS is committed to increased community engagement through prioritizing funding, resources and development of a Community Engagement Framework. It is through this framework that we will intentionally and authentically increase Tribal and community engagement.

Child Welfare Community Engagement Listening Session

ODHS has made a commitment to ensuring systemic change to ensure that our equity practices are not just performative but built into the fabric of our service delivery. For example, in January of 2019 prior to the COVID-19 Pandemic, Child Welfare leadership met with the key leaders in the African American community in Portland to discuss how this community experienced ODHS. What came from that valuable discussion was a revelation that a lack of diversity and specific representation of the African American Community in the child welfare program created a barrier to the department building a relationship where community recognizes the department as a resource and a source of support for its families. This underrepresentation created a workforce that didn't reflect the community and educational restrictions were one indicator of this dilemma. From this, House Bill 2033 was put forward as a possible solution to address this concern. In 2019, HB2033 was signed into law modifying minimum degree requirements for individuals who conduct child abuse investigations and key decisions regarding protective custody of children. We believe that systemic change rooted in our Equity North Star, RiSE and Trauma Aware will continue to support a more equitable and inclusive ODHS child welfare service delivery.

Update: Executive Order 22-11

Executive Order 22-11 relates to affirmative action, equal employment opportunity, diversity, equity and inclusion. Governor Kulongoski originally issued it in 2005 as Executive Order 05-01; subsequent amendments were executive orders 08-18, 16-09, and 17-11. The following information addresses some of the key points in Executive Order 22-11.

Posting of agency affirmative action plan

The affirmative action representative will ensure that this Affirmative Action Plan is posted on the ODHS internal site for all employees. The Affirmative Action Plan contains the ODHS affirmative action policy statement, diversity and inclusion statement as well as accomplishments for the previous plan period and goals for the current plan. The plan's accessibility to the general public is key. The affirmative action representative will ensure the plan is also posted on the [ODHS external website](#).

Agency-adopted systems support a diverse, equitable and inclusive workforce

Programs like The Unified Equity Framework , RiSE, Trauma Aware, Equity NorthStar and the ERGs will continue to help grow the agency into an anti-racist organization.

Ensure incorporation of DEI responsibilities in executive and/or management jobs

All new and revised position descriptions will include diversity, equity, and inclusion responsibilities for managers.

Track, evaluate and measure employment trends

Quarterly, the data from Workday will be compiled and shared with management. Data will include numbers of people of color, veterans, people with disabilities and women who are hired. The data will also show voluntary and involuntary terminations to see if there is any racial or gender disparity.

Attendance at Office of Cultural Change Meetings

It is the responsibility of the affirmative action coordinator to attend the meetings held by the Office of Cultural Change. The affirmative action coordinator works closely with the Governor's Office and DAS to promote diversity, equity and inclusion, not only at ODHS but statewide.

Contracts to minority business

ODHS/OHA Office of Contracts and Procurement produces annual reports for the Governor's director of Economic and Business Equity in accordance with state policy 107-009-0020. Executive Order 18-03 also encourages state agencies to promote economic equity in public contracting by increasing the percentage of state-funded contract dollars within each agency that is awarded and paid to COBID certified firms.

The total value of new ODHS contracts, agreements and grants executed between January through December 2021 was \$1,819,846,250. Of the 1,155 contracts awarded, 15 were to certified firms with a value of \$54,736,080.

ODHS and OHA have a new Agency Business Engagement Plan that supports the contracting, granting and unpaid business relationships. Program staff, in partnership with the contracting office, actively seek out, engage and include a diverse array of business partnerships. Staff also regularly refer businesses to small business development resources to increase their ability to compete for and succeed at fulfilling government contracts.

ODHS will continue to work with the Governor's Diversity, Equity and Inclusion/Affirmative Action (DEI/AA) Office on any proposed updates to Executive Order 18-03.

III. Roles for implementation of AA Plan

ODHS Director

The Director of ODHS is accountable to the Governor, the ODHS Executive Team and the entire agency to make sure we do the best we can. Below are some of the responsibilities of the Director:

- Ensure program directors understand their role and responsibility to demonstrate and promote affirmative action activities, a diverse workforce, and a welcoming and respectful environment, in which employees' safety and wellbeing are nurtured and they feel they belong as guided by the agency's Equity North Star, Rise, and Trauma-informed principles.
- Demonstrate and promote to managers, employees, and partners the importance of a diverse and discrimination- and harassment-free workplace by periodically sending diversity, equity and inclusion communications to the enterprise.
- Encourage and support subordinate managers and staff participation in events and trainings supporting diversity, equity and inclusion education and celebration such as the Statewide Diversity, Equity, and Inclusion Conference.
- Evaluate the performance of program directors in the effectiveness of their efforts to promote a welcoming and respectful workplace that honors and values all individuals and help achieve the ODHS Affirmative Action Plan goals and objectives.
- Meet with ODHS Office of Human Resources director at least quarterly to review workforce representation statistics and accomplishments included in the Affirmative Action Plan.

Program directors, managers and supervisors

Program directors, managers and supervisors are accountable to the ODHS Director. Because the directors attend the Executive Team meetings, they will be accountable for forwarding the information they receive from the Director and others to their subordinate managers and supervisors. These managers and supervisors will, in turn, share the information with their staff out in the field. Below are some of the responsibilities and duties for the program directors, managers and supervisors:

- ODHS program directors demonstrate and promote to subordinate managers and employees the importance of a diverse, respectful and discrimination- and harassment-free workplace, as guided by the agency's North Star, Rise, and Trauma-informed principles.
- Meet monthly with the Human Resources director and/or affirmative action coordinator to review workforce representation statistics and agency affirmative action strategies and to assist in identifying and eliminating barriers that inhibit a welcoming work environment.
- Strive to have a diverse selection and interview panel for any recruitment process and encourage staff participation on diverse interview panels.

- Consider participation in employee resource groups and equity and inclusion committees and encourage staff to do so.
- Ensure all subordinate managers know where to locate the department's affirmative action goals and responsibilities and understand their own responsibilities for helping attain the goals in the division/ program areas.
- Evaluate how well subordinate managers and supervisors encourage a diverse workforce, demonstrate and encourage a welcoming and respectful workplace, and help the agency achieve the goals and objectives described in the Affirmative Action Plan.
- Attend and encourage staff to participate in diversity-related activities and training to be informed of current issues.
- Inform employees of the availability of the ODHS Affirmative Action Plan maintained on the ODHS internal website.

Affirmative Action coordinator

The affirmative action coordinator is accountable to the Executive Team for ODHS, employees, the Governor's Office, and the Office of Cultural Change for developing and implementing the ODHS Affirmative Action Plan. Below are some of the coordinator's responsibilities:

- Conduct daily operations that encompass North Star, RiSE and Trauma-informed practices.
- Work with ODHS Director, HR director, program directors, managers, supervisors and employees to ensure they understand their responsibility for promoting a respectful, diverse and inclusive workforce environment, and attaining the department's diversity, equity and inclusion goals.
- Partner with ODHS Office of Human Resources and the Office of Equity and Multicultural Services to ensure strong recruitment outreach to people of color, people with disabilities, veterans and women through diverse-specific websites, community organizations, community leaders and schools.
- Review and recommend changes in policies, procedures, and programs to ensure affirmative action is enforced throughout ODHS.
- Work closely with OEMS to develop, implement and emphasize activities and programs that support the department's efforts to achieve a diverse and welcoming workforce.
- Work with the Governor's Office and Office of Cultural Change to promote diversity, equity and inclusion statewide.
- Develop the Affirmative Action Plan with input from the agency. Oversee the implementation of the goals and strategies, reporting regularly to the HR director.
- Publicize and ensure the ODHS Affirmative Action Plan is posted on the ODHS intranet for all employees and the ODHS external website for public viewing.
- Ensure the Affirmative Action Plan is effectively communicated to all employees.

Agency employees

Employees are accountable to their manager and, ultimately, the Executive Team and agency director. They are responsible for conducting themselves according to the policies of ODHS and the state. Below are some of the responsibilities of all employees.

- Understand their job to fulfill the mission and values of the agency as outlined by North Star, RiSE, Trauma-aware.
- Recognize and respect the differences for other employees, the public and partners. Exhibit an attitude of respect, courtesy and cooperation toward all employees and the public we serve.
- Refrain from any actions that would adversely affect the performance of a coworker with respect to their race, sex, color, creed, religion, age, national origin, sexual orientation, disability, marital status, status with regard to public assistance, familial status, gender identity, gender expression, political party affiliation and veterans status.
- Participate in agency-sponsored diversity, equity and inclusion events, employee resource groups, equity and inclusion committees, advisory councils; encourage other employees to participate.
- Report any conduct in violation of the Department's policies against discrimination and harassment.
- Self-report. The only way for ODHS to accurately report the diversity of the whole agency is for all employees to self-report their gender, ethnicity, disability, and veteran's status.

IV. July 1, 2021 – June 30, 2023

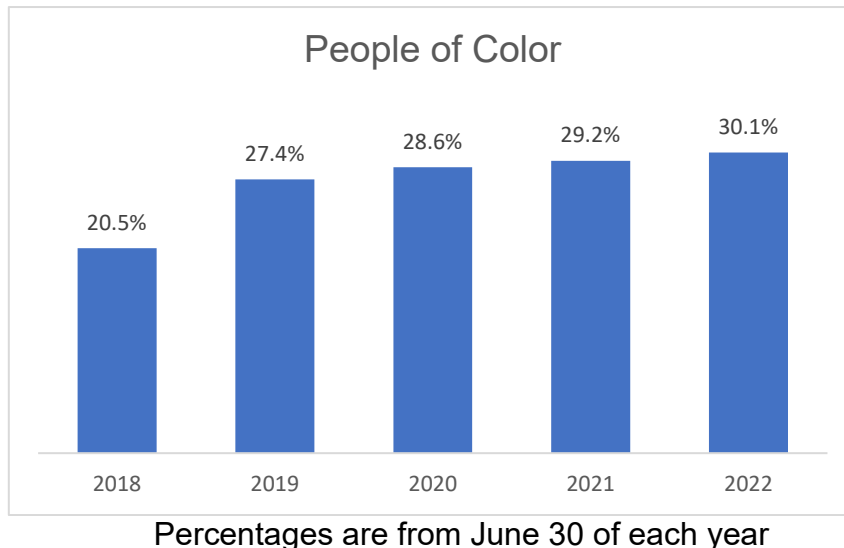
Progress toward affirmative action goals

ODHS continues to work to create an inclusive and anti-racist organization, utilizing our Equity North Star, RiSE and Trauma-Aware practices as a focal point. The agency will continue to build upon our successes to achieve a more culturally competent work force, create culturally appropriate and effective programs and service delivery systems, develop quality improvement strategies with a focus on inclusion and create welcoming environments for our diverse client base and staff. The DHS Affirmative Action Plan is a key component of the department's ongoing diversity development efforts.

The five-year trends charts below track the change in percentages of people of color, people with disabilities, veterans and women in the ODHS workforce from June 30, 2018 to June 30, 2022. The statistics used in the trend reports are from Workday and data for 2018 are from the DAS Position and Personnel Data Base (PPDB).

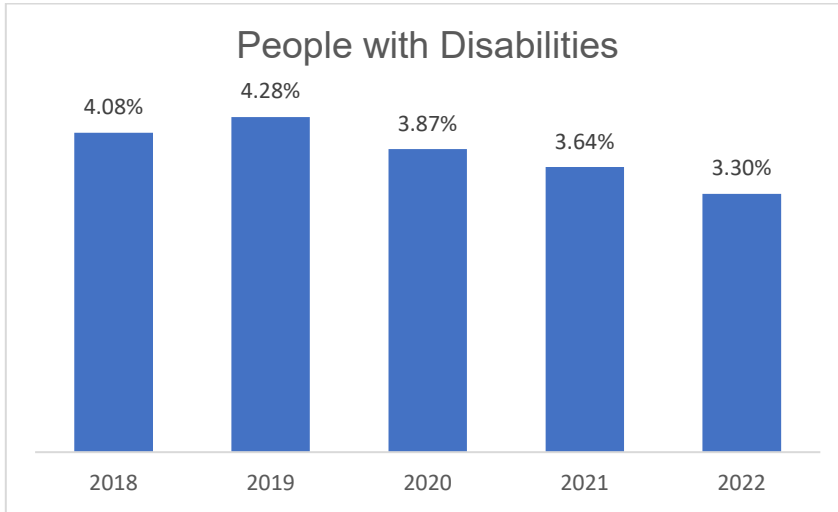
People of Color

Between June 2018 and June 2022, the ODHS workforce representation of people of color was between 20.5 and 30.1 percent. ODHS continues to conduct targeted recruiting efforts, as well as providing outreach and training on diversity topics. The agency works with and builds relationships with many other diverse organizations. The agency's goal is to continue to move toward diversifying our workforce to be representative of the population we serve.



People with Disabilities

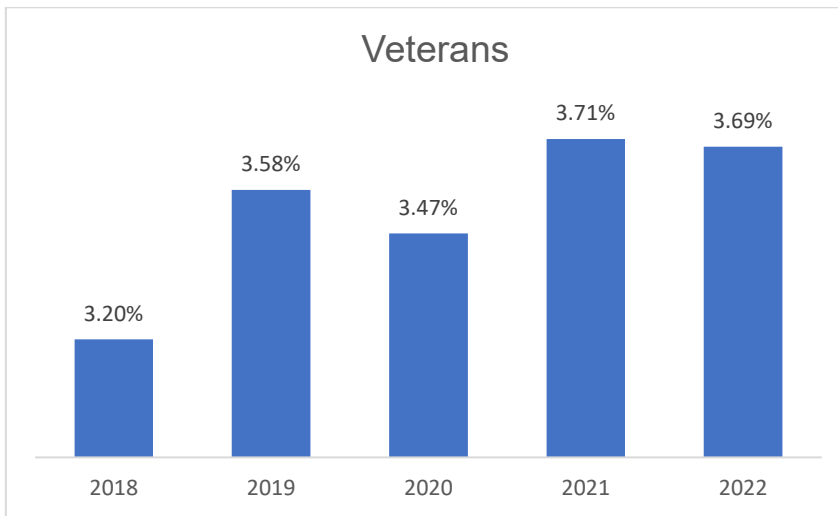
Disclosure of disabilities is voluntary for employees and we suspect the data is historically underreported. The reported percentage is 3.30% as of June 30, 2022. The agency will continue to strengthen its outreach efforts through an ongoing partnership between programs, HR and the ABLENet ERG to explain the what the agency does with the data.



Percentages are from June 30 of each year

Veterans

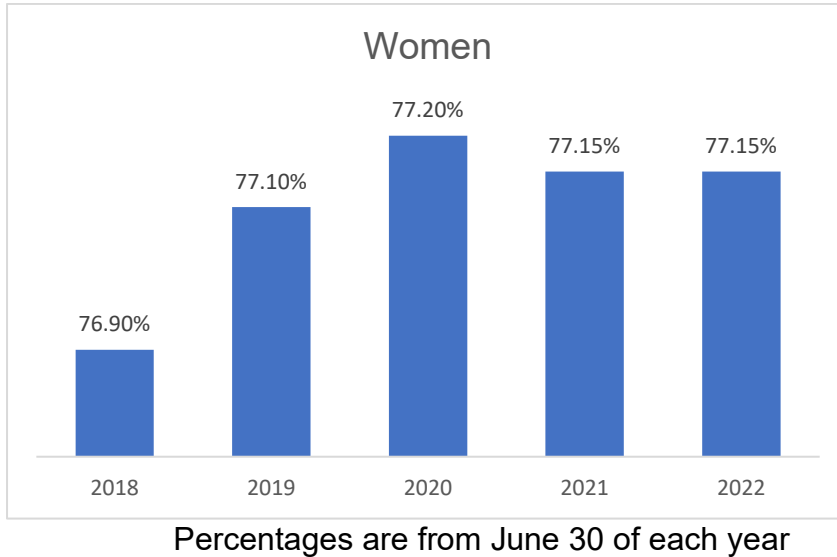
With the implementation of Workday in mid-2019, more accurate numbers may be reported for Veteran's data. Disclosure of veteran status is voluntary and some in our workforce have chosen not to identify as a veteran; thus, we believe this number may be under reported.



Percentages are from June 30 of each year

Women

ODHS has historically had representation of women in most job categories well above 50 percent, for June 30, 2022 it is 77.15 percent.



Accomplishments

Goal 1

ODHS will continue to foster an inclusive and respectful culture that encourages collaboration, creativity, and flexibility to enable individuals to contribute to their full potential.

Accomplishments

- ODHS continues to strengthen programs such as RiSE, Trauma Aware, and NorthStar to build a respectful, collaborative, and inclusive workplace.
- ODHS continues to move toward full implementation of the Unified Equity Framework with support from OEMS Service Equity Managers.
- An OEMS activity, EquiTea Time Discussions, are held twice monthly for staff to discuss equity topics and concerns in an open and safe manner. The sessions have had 100-500 attendees each, with the November topic “The Social Construction of Race,” being the most popular so far.
- Employee resource groups (ERGs) are active and meeting regularly. The information about each meeting is publicized in the Discover Daily Digest newsletter and posted on the OWL.
- All new and revised position descriptions will include RiSE, diversity, equity and inclusion job duties in order to foster a welcoming and inclusive workplace.
- OEMS Director is participating in quarterly reviews of cabinet leaders to provide feedback to improve and strengthen our workplace.

- Enhance the RiSE elements in order to affirm agency priorities and commitment to equity and to make the connections between our culture and equity clearer, more direct and more tangible.

Goal 2 – The ODHS employee orientation/onboarding process will be reviewed, and a more comprehensive new employee orientation will be developed and implemented during the 2021–2023 biennium to address stronger retention of people of color, veterans, people with disabilities, LGBTQIA+ and women within the agency.

Accomplishments

- The manager’s guide to onboarding has been updated in 2021 and 2022 and is available on the OWL. It is in a much easier format to find forms and step-by-step instructions for managers to efficiently conduct the onboarding. The Recruitment Unit regularly reminds managers during routine recruitment planning meetings as well as statewide meetings of this resource and encourage its use. An updated manager’s guide will be posted in January 2023 along with updated manager’s training. These resources are especially helpful for managers who do not recruit for positions regularly.
- Recruiters discuss onboarding during the recruitment planning meeting with the manager to ensure there is an onboarding plan in place and a schedule.
- Managers can ask for assistance from their HR Partner or Recruiter if they have questions about onboarding.

Goal 3 – ODHS will continue to expand its recruiting outreach efforts with diverse community-based organizations to increase the diversity of our workforce, especially for people of color, people with disabilities, LGBTQIA+, women and veterans.

Accomplishments

- The recruitment unit in HR has been working with hiring managers to understand the necessary skills needed for the job so that a more accurate job announcement is posted, to attract well-qualified applicants.
- More outreach has been conducted by the recruitment team in order to build relationships with diverse organizations including but not limited to, people of color, the Tribal community, Veterans, and colleges and universities.
- Staffing at ODHS Recruitment has increased from 9 to 16 recruiters which has reduced the workload per recruiter enabling them to actively work with the managers to shorten the time to fill a position. The team posted an average of 320 positions per month in 2022.
- Work has been done to streamline the recruitment process to shorten the time from announcement posting to offer in order to keep an interested applicant pool. A 45-Day Planning tool was developed in 2022 to decrease the time for a recruitment and the recruiters are working with the managers to help them use the tool effectively. Because there are additional recruiters to handle the workload, the agency is much closer to the 45 day goal, but we still have work to do. The team reduced the time to fill from an average of 109 net days in Quarter 4, 2021 to 64 net days in Quarter 4, 2022.

- A group has been formed in Recruiting to develop ODHS brand identity to use on social media to promote ODHS' Equity NorthStar and commitment to becoming an anti-racist workplace and to attract applicants to our agency.
- ODHS has hired two Senior Tribal Recruiters to develop a strategic recruitment plan and to build relationships and collaborate with the Tribal Nations and Tribal Communities in Oregon.
- ODHS has created an executive recruitment program that engages community partners and internal partners throughout the selection including interview question development and candidate evaluation.

V. July 1 2023 – June 30, 2025 Goals and strategies

Goals for ODHS Affirmative Action Plan

Introduction

The ODHS vision of “safety, health and independence for all Oregonians” is why we continue to pursue goals that help us increase and retain our representation of people of color, people with disabilities, veterans, LGBTQIA+ and women within the ODHS workforce.

How do we do that in today’s complex world? ODHS feels the most important foundation for our goals is the workplace environment. We must have a culture that is inclusive and respectful. To retain our workforce, a stronger orientation process needs to take place. We will continue to work hard to develop new outreach efforts to attract qualified candidates to our workforce. The goals and strategies described below will continue the successful efforts made in the past and focus on some areas that need to be strengthened to be most effective.

In the 2023-2025 biennium, ODHS will pursue the following goals and strategies:

Goal 1: ODHS will continue to incorporate the Equity North Star, RiSE and Trauma Aware practices into its daily operations to move the agency towards becoming an anti-racist agency.

Strategies for achieving:

- Development and implementation of communications plan for the ODHS Equity North Star.
- Building capacity/learning regarding the ODHS Equity North Star and its main pillars of Inclusivity, Equity, Service and Well-Being.
- Highlighting RiSE in program daily operations and workforce support. This includes utilizing newsletters, and a multifaceted approach to communicating RiSE and its principles.
- Implementation of the Unified Equity Framework which supports the alignment of efforts to achieve equitable service delivery, incorporating trauma informed practices across all programs.
- Partnering with key collaborators such as OEMS, Tribal Affairs, and HR to ensure ODHS achieves its goal towards becoming an anti-racist organization.

Goal 2: ODHS will continue to focus on creating a workplace that is safe, equitable, diverse, inclusive, and honors and values all to foster well-being and belonging in order to encourage collaboration and creativity to enable employees in successfully providing services to Oregonians.

Strategies for achieving:

- Discuss diversity and inclusion topics regularly at the leadership level. Quarterly, updated workforce representation reports will be presented to the agency leadership.
- Continue strengthening the onboarding of new employees to increase awareness of diversity, equity and inclusion training, policies, and resources such as Equity North Star, RiSE and ERGs.
- Review new hire and turnover rates quarterly for voluntary and involuntary separations for people of color, veterans, and people with disabilities to determine if there is more turnover in diverse populations.

Goal 3: ODHS will continue working on strong and creative recruitment outreach processes to ensure diverse populations hear about our job openings and can participate in application/interview preparation and assistance.

Strategies for achieving:

- Work teams in Recruiting and HR will continue to provide outreach and assistance to the Tribal community, colleges and universities, Veteran's organizations, and develop information about the agency posted on social media like LinkedIn and Glassdoor.
- Recruitment is working toward a shorter completion timeline for hiring. This will require more planning time with hiring managers to develop the job announcement, outreach plan, and the interview and selection process.
- Community Engagement team will identify, cultivate and foster relationships with community-based organizations and lead workshops to help them be successful in employment with the State of Oregon.
- Develop resources tools for recruiters and hiring managers to improve skills in candidate outreach and relationship building, job analysis to identify essential selection criteria, screening and evaluating candidates, interviewing candidates and reducing bias from every stage of the selection process.

VI. Appendices

Appendix A – 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 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 Public Employment](#) (*ORS 408.230*)
- [Equal Opportunity and Affirmative Action Rule](#) (*105.040.0001*)

Appendix B – Federal Documentation

- [Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
 - a. National Origin Discrimination
 - b. Discrimination
 - c. Race/Color Discrimination
 - d. Religious Discrimination
 - e. Sex-Based Discrimination
 - f. Sexual Harassment
- [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)