

Oregon

Housing and Community Services

AFFIRMATIVE ACTION PLAN 2019—2021



The work of OHCS involves identifying unmet housing needs across Oregon. As such, we are acutely aware of disparities that exist within communities of color, disabled populations, and other protected classes. We are committed to ensuring that our workplace is inclusive and culturally competent, and to further the values reflected in the Executive Order.



Table of Contents

Page #	Title
1	Director and Chief Operating Officer Letters
3	Mission, Vision, and Values
4	Goals and Strategic Initiatives
5	Key Contacts
6	Organization Chart
7	Agency Programs
10	Program-Wide Equity Review
11	Affirmative Action Plan for 2019—2021
13	Internal Complaint Resolution Procedure
15	Employment
17	Retention, Development, and Succession Planning
18	Accomplishments and Initiatives
19	Training, Education, and Development Plan
23	Training and Outreach Programs
29	Team Commitment Statement
30	Results and Measures
31	2017-2019 Goals
32	2019-2021 Goals
36	Housing Stability Council
37	Status of Contracts to Minority-Owned Businesses
38	Roles for Implementation of Affirmative Action Plan
42	Appendices
43	Appendix C:



Oregon

Governor Kate Brown

Housing and Community Services

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July 1, 2019

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Email plan to: affirmative.action@oregon.gov

As Agency Director, I am pleased to submit the Oregon Housing and Community Services Affirmative Action Plan for the 2019-2021 biennium, and to reaffirm the Agency's commitment to meet both the spirit and intent of the Governor's Executive Order 16-09 and Executive Order 17-11.

The work of OHCS involves identifying unmet housing needs across Oregon. As such, we are acutely aware of disparities that exist within communities of color, disabled populations, and other protected classes. We are committed to ensuring that our workplace is inclusive and culturally competent, to further the values reflected in the Executive Order.

OHCS is dedicated to building a competent, diverse workforce that represents the communities we serve. Diversity and equity are values that serve to strengthen our creative thinking, collaboration and problem solving efforts in order to address the current housing challenges facing the state.

I reaffirm the commitment and hold all managers and employees accountable to carry out the intent of this Affirmative Action Plan.

Sincerely,

Margaret Solle Salazar
Director



Oregon

Governor Kate Brown

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July 1, 2019

Oregon Housing and Community Services is dedicated to building a well-qualified, diverse workforce which represents the communities we serve. Diversity, equity and inclusion are values of our Agency. We embrace creative thinking, collaboration and problem solving efforts as we move the state toward addressing housing issues by ensuring our staff has the tools needed to be successful. The Executive Team, the Office of Human Resources and the Equity Council, have specific responsibilities related to the development and implementation of the Affirmative Action Plan.

Affirmative Action and Equal Opportunity programs are tools that help incorporate diversity into the workplace, and ensure that the work environment is welcoming for all job applicants and employees. Affirmative Action is a legal and essential ingredient in all OHCS recruitments, career development and promotional opportunities. Each and every one of us is responsible for creating and contributing to an inclusive and professional work environment that is safe for everyone, free of discrimination, harassment and retaliation.

Our commitment to EEO and Affirmative Action extends to OHCS contracting and procurement practices as allowed by public contracting statutes and rules. OHCS engages in public contract practices to promote affirmative action goals, policies and/or programs to ensure equal opportunity in employment and business. OHCS has committed to the ongoing advancement of Diversity, Equity and Inclusion through its strategic planning process. These values are incorporated in the current 2018 strategic plan, and further highlighted in our upcoming five year Statewide Housing Plan.

Sincerely,

Ryan Vogt
Chief Operating Officer

Mission, Vision, and Values



Oregon Housing and Community Services provides financial and program support to create and preserve opportunities for quality, affordable housing and supportive services for moderate, low, and very-low income Oregonians.

Mission

We provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for Oregonians.

Vision

All Oregonians have the opportunity to pursue prosperity and live free from poverty.

Values

- ➔ Compassion
- ➔ Collaboration
- ➔ Dedication
- ➔ Equity
- ➔ Integrity
- ➔ Leadership

OHCS 2019 Goals



Equity and Racial Justice Communities of color will experience increased access to OHCS resources and achieve greater parity in housing stability, self-sufficiency and homeownership. OHCS will collaborate with its partners and stakeholders to create a shared understanding of racial equity and to overcome systemic injustices faced by communities of color in housing discrimination, access to housing and economic prosperity. To learn more about the work currently in progress of the agency view the 2019 OP-ED or visit this blog link <https://conta.cc/2IU8Xsx> Video Link <https://youtu.be/fPyf8-QUTWs>



Homelessness OHCS will drive toward impactful homelessness interventions by increasing the percentage of people who are able to retain permanent housing for at least six months after receiving homeless services to at least 85 percent. We will also collaborate with partners to end veterans' homelessness in Oregon and build a system in which every child has a safe and stable place to call home.



Permanent Supportive Housing OHCS will increase our commitment to permanent supportive housing by funding the creation of 1,000 or more additional permanent supportive housing units to improve the future long-term housing stability for vulnerable Oregonians



Affordable Rental housing OHCS will triple the existing pipeline of affordable rental housing — up to 25,000 homes in the development pipeline by 2023. Residents of affordable rental housing funded by OHCS will have reduced cost burden and more opportunities for prosperity and self-sufficiency .



Homeownership OHCS will assist at least 6,500 households in becoming successful homeowners through mortgage lending products while sustaining efforts to help existing homeowners retain their homes. OHCS will double the number of homeowners of color in our homeownership programs as part of a concerted effort to bridge the homeownership gap for communities of color while building pathways to prosperity.



Rural Communities OHCS will collaborate with small towns and rural communities to increase the overall supply of housing, including increasing OHCS funded housing in rural areas by 75 percent. As a result of tailored services, partnerships among housing and service providers, private industry and local governments will flourish, leading to improved capacity and leveraging of resources

Key Contacts

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To be determined

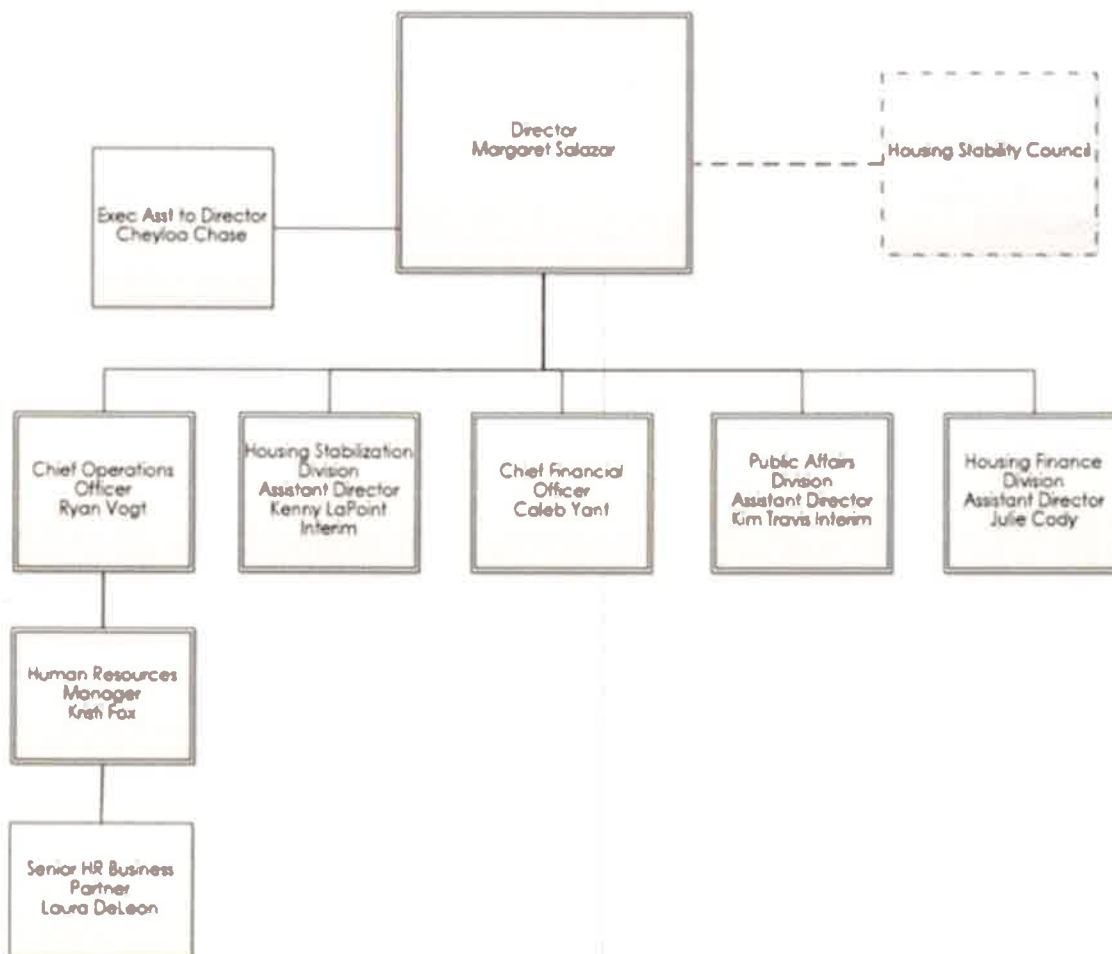
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OHCS Organization Chart

At this time, OHCS has no FTE with “diversity,” “inclusion,” “access,” or “equity” in the working title. There are several positions which are dedicated to these activities as part of the position description: Chief Operating Officer, Human Resources Manager, Senior HR Business Partner and the Talent Acquisition Coordinator. Program positions include the Integrators that focus on tribal relations, veterans, and cultural specific outreach.

Oregon Housing and Community Services (91400) Director's Office



Agency Programs

The work of the Agency is to provide statewide oversight and support for efforts to sustain and increase housing stability for Oregonians in need. Agency programs implement strategies to help moderate, low, and very-low income Oregonians have the opportunity to work toward self-sufficiency and increased personal well-being.

OHCS programs address the continuum of housing needs for Oregonians, from homelessness prevention and housing stabilization, to affordable rental housing, to home ownership and foreclosure prevention. The following overview of the Agency's program units summarizes the services funded by OHCS.

Housing Stabilization Programs

This program unit comprises a continuum of services intended to help individuals stabilize their housing, including Homeless Services, Energy Services, and Performance Based Contract Administration.

Homelessness Services include programs that provide access to emergency housing, rental assistance, and other activities that assist homeless individuals or families, or that prevent homelessness from occurring.

Energy Services programs mitigate high energy costs, address health and safety risks, improve energy efficiency in the homes of low income Oregonians, and serve as housing stabilization tools. Services include utility bill payment assistance, health and safety improvements, heating system repair and replacement, energy conservation services, replacement of inefficient appliances and lighting, and energy conservation education.

Performance Based Contract Administration is for project-based Section 8 housing in Oregon. Each Section 8 project has a Housing Assistance Payment contract which provides the project-based subsidy. Contract administration includes processing subsidy payments to owners, tenant complaint resolution, on-site management reviews, and other activities.

Related housing stabilization programs work to address poverty and help low income Oregonians build assets. Programs include the Individual Development Account (IDA) program and landlord rent guarantee programs.

Affordable Housing Programs

The Multi Family Section of OHCS provides a continuum of housing options for low income and at-risk Oregonians through administration of federal and state funded multifamily rental housing resources. The resources assist in developing new housing units, financing for acquisition and rehabilitation of existing housing units, and preserving affordable housing properties with project-based federal rental subsidies.

The Asset Management and Compliance section ensures that rental housing developed using OHCS funds complies with all of the requirements of the various funding sources, and remains affordable to low income households.

Homeownership Programs

Single Family Housing programs expand access to affordable homeownership through below market rate residential loans, and by assisting homeowners in retaining their homes through education, foreclosure counseling, and financial assistance services. These programs benefit homebuyers and homeowners who are typically not served by traditional lenders, and who would not otherwise have access to the housing market and homeownership services.

Homeownership Stabilization Initiative

Oregon Homeownership Stabilization Initiative programs are designed to help homeowners at risk of foreclosure recover from unemployment or underemployment, modify their mortgages, or catch up on delinquent mortgage payments. Preventing foreclosures helps keep families in their homes, preserve communities, stabilize Oregon's housing market, and prevent additional homeowners from entering Oregon's difficult rental market.

Strategic Agency Operations

These programs and sections include the leadership and strategic The Central Services program unit includes the leadership and strategic business support for all department programs. The primary functional areas are the offices of the Director, Chief Operating Officer, Chief Financial Officer, Public Affairs, and Administrative Services, Human Resources, Finance and Procurement, and Information Services sections.

Bond Activities and Debt Service

OHCS bond-financed loan programs fund safe and affordable rental housing for moderate, low, and very-low income Oregonians; and provide opportunities for first-time homebuyers to finance their mortgages at below-market interest rates. Bond proceeds have been used for the Local Innovation and Fast Track (LIFT) Housing program, providing housing for tenants with mental health and addiction issues, and preserving manufactured home parks and housing with federal rent subsidies.

Fair Housing Initiative

OHCS has completed an analysis of impediments to fair housing for traditionally underserved populations. This analysis assessed the barriers that people of color, people with low incomes, and people with disabilities encounter in accessing housing. The result of this work was the development of the Fair Housing Action Plan, a five year plan with action items identified as short term, medium term, and long term priorities. We are implementing the plan and will report annually on the progress of the plan in the Consolidated Annual Performance and Evaluation Report. OHCS partners with the Fair Housing Council of Oregon (FHCO), Oregon's statewide housing civil rights organization, to increase understanding of housing discrimination and to increase access to safe and affordable housing. FHCO provides training and technical assistance on preventing housing discrimination.

Program-Wide Equity Review

Throughout the needs assessment completed for the Statewide Housing Plan, it was evident that communities of color are disproportionately represented in the populations in need of services provided by OHCS. Overall, people of color in Oregon have lower household incomes and higher poverty rates than white Oregonians, are overrepresented in the homeless population, and in populations with high housing and energy burdens. People of color have significantly lower homeownership rates than their white counterparts. Furthermore, focus group participants noted discrimination in the housing market that makes it much more difficult for people of color to find housing.

- African Americans and Native Americans make up 1.8% and 1.2% of the State's population, but they make up 6% and 4.2% of Oregon's homeless population.
- In 2015, 65% of African Americans, 59% of people that identified as two or more races, 57% of Native Americans, and 53% of Latinos experienced a housing cost burden, compared to 52% of white Oregonians.
- People of color generally have significantly lower homeownership rates than white households, with homeownership rates ranging from 30% among African Americans to 58% among Asian American households in 2016. The homeownership rate for the white population was 63%.

Given the disparities evident in the data, OHCS is committed to a program-by-program review of outcomes and investments to take into account specific targets; monitoring, and adjusting as needed to create more equitable results.

OHCS created annual goals to focus its work, and establish outcomes and metrics by which success will be measured.

Our 2018 Strategic Goal 1A.C is our equity goal which is focused on attracting and retaining a diverse workforce that is reflective of the communities we serve in Oregon. We will focus on programs to support internal development and promotional strategies for underrepresented employee groups through active sourcing, succession planning, and mentorship programs.

Affirmative Action Plan (AAP) for 2019-2021

Oregon Housing and Community Services (OHCS) Affirmative Action Policy

Mission: We provide stable and affordable housing and engage leaders to develop integrated stateside policy that addresses poverty and opportunity for Oregonians.

In carrying out this mission, we are building a commitment to better understand the value of diversity, equity, and inclusion throughout the Agency. We can encourage new ideas and learn from each other by welcoming differences. We will also become better able to provide service to our diverse communities and customers.

Policy Statement: Oregon Housing and Community Services will ensure that diversity, inclusiveness and respect are integral parts of our day-to-day work. OHCS is committed to a discrimination and harassment free work environment. We follow the Agency's Affirmative Action Plan and provide equal opportunity in all employment decisions and actions regardless of race, color, age, national origin, sex, gender, gender identity, sexual orientation, veteran's status, religion, disability, genetic information, marital status, political affiliation, pregnancy, status as a parent, and any other status protected under federal and State law.

OHCS diversity, equity, and inclusion initiatives apply to our recruitment and selection process, professional development, training, transfers, and all other aspects related to employment decisions.

Overview: OHCS embraces and encourages differences in characteristics among our employees. OHCS is dedicated to honoring and respecting each employee as a unique individual while also creating an engaged workforce that supports inclusiveness, acceptance, and diversity of thought by providing awareness, engagement, and training to all employees. We share the responsibility to embrace diversity and inclusion throughout OHCS. By honoring these values, we create a positive work environment where all employees have the opportunity to reach their full potential.

Reporting: Every employee plays a vital role in ensuring a harassment and discrimination-free workplace. Anyone who is subjected to or aware of what they believe to be discrimination, workplace harassment, or sexual harassment should report that behavior to their immediate supervisor, another manager, Human Resources, the Executive Director, or the DAS Chief Human Resources

Office as applicable. A report of discrimination, workplace or sexual harassment is considered a complaint. All complaints are taken seriously and will result in an investigation being initiated as quickly as possible and take no more than thirty days. However, if the investigation is not concluded within the timeline, the Agency will notify the Complainant and provide the amount of additional time needed which shall be no more than thirty days at a time.

Other Reporting Options: Filing a complaint with the Office of Human Resources does not prevent an employee from filing a complaint with the Bureau of Labor and Industries (BOLI), or the United States Equal Employment Opportunity Commission (EEOC).

Retaliation: OHCS does not tolerate any form of retaliation against individuals who file a complaint, participate in an investigation, or report discrimination, workplace harassment, or inappropriate workplace conduct.

Penalties: Employees found to have engaged in inappropriate workplace behavior, will be counseled, or, depending on the severity of the behavior may be subject to discipline, up to, and including, dismissal.

The objective of our Affirmative Action Policy is to:

- Ensure equity in our employment practices.
- Become an employer of choice for individuals from all backgrounds.
- Strengthen employee engagement.
- Ensure our workplace is inclusive.
- Increase Agency success and customer satisfaction through the skills and dedication of a diverse workforce.

Oregon Housing and Community Services (OHCS) Diversity and Inclusion Statement

Oregon Housing and Community Services is committed to building a culture where differences are valued by honoring and respecting each employee as a unique individual while also creating an engaged workforce that supports inclusiveness, acceptance, and diversity of thought. We know that different ideas, perspectives and backgrounds create a stronger workforce that delivers enhanced results. We strive to create a workplace environment where everyone is treated with respect and dignity regardless of their race, color, age, national origin, sexual orientation, veteran's status, religion, disability, genetic information, marital status, political affiliation or any other status protected under federal and State law.

OHCS Internal Complaint Resolution Procedure

The State of Oregon is committed to maintaining a discrimination and harassment free workplace. It is the policy of the State of Oregon to create and maintain a work environment that is respectful, professional, and free from inappropriate workplace conduct. Oregon Housing and Community Services has established policies and procedures in place to receive, investigate, and act upon internal complaints. The purpose of this procedure is to promptly address concerns regarding potential violations of the DAS Discrimination and Harassment Free Workplace Policy # 50.010.0, the DAS Maintaining a Professional Workplace Policy # 50.010.03, and alleged violations of State and federal law.

Overview: Misunderstandings or conflicts can arise in any organization. To ensure effective working relationships, it is important to resolve workplace matters before serious problems develop. All employees are encouraged to bring information forward at the lowest level possible.

Reporting: Anyone who is subjected to or aware of what they believe to be inappropriate workplace conduct, harassment, and/or discrimination should report the behavior to the employee's immediate supervisor, another manager, the Office of Human Resources, or the Agency head. A report of discrimination, workplace harassment, or sexual harassment is considered a complaint. A supervisor or manager receiving a complaint of discrimination or harassment must promptly notify the Office of Human Resource, or Executive Director.

Other Reporting Options: Filing a complaint with the Office of Human Resources does not preclude an employee from filing a complaint with the United States Equal Employment Opportunity Commission (EEOC) and/or the Bureau of Labor and Industries (BOLI).

Oregon Housing and Community Services complaint procedure is specifically designed to encourage reporting of potential policy or legal violations to enable prompt investigation and action when necessary. If an employee believes that they have been subjected to such conduct they should complete the OHCS Complaint Form which is designed to assist Oregon Housing and Community Services in collecting information necessary for a thorough investigation.

A complaint can be made using the complaint form, via written statement, email, or the complaint can be made verbally. If the complainant chooses not to use the complaint form they will be asked to provide the same specific

information in order to assist the Agency in promptly and fairly completing an investigation. If a verbal complaint is filed with the Office of Human Resources, a Human Resources Analyst will take notes and encourage the complainant to complete the Oregon Housing and Community Services Complaint Form. If the complainant elects not to complete the complaint form or provide a written statement, the Human Resource Analyst may condense the verbal complaint to writing and present to the complainant for verification of accuracy.

Time frame: Inappropriate workplace behavior must be addressed and corrected before it becomes pervasive, causes further workplace disruption, or lowers employee morale. As such, all employees have an affirmative responsibility to present complaints as close to the occurrence as possible to ensure timely and fair consideration.

The complainant may be asked to sign the complaint form and/or verify that the information is correct. Failure to sign, verify, or amend the complaint within fourteen days may render the complaint closed due to lack of response and/or insufficient information. Upon receipt of the specific detailed description of the complaint and verification, Oregon Housing and Community Services will make every effort to respond to the complaint and conclude the investigation within thirty working days. However, if the investigation is not concluded within the timeline, the Agency will notify the complainant and provide the amount of additional time needed which shall be no more than thirty days at a time.

If the complaint was filed with the Office of Human Resources, the complainant will receive a notification letter upon conclusion of the investigation.

All complaints are handled with discretion, but are not guaranteed confidential. The subject of the complaint will be informed of the nature of the allegations and the Agency is subject to laws and rules governing records disclosure. Subject to the applicable laws and rules, the Oregon Housing and Community Services will only release information on a need to know basis.

Retaliation: Oregon Housing and Community Services does not tolerate any form of retaliation against individuals who file a complaint, participate in an investigation, or report observing discrimination, workplace harassment, or inappropriate workplace conduct.

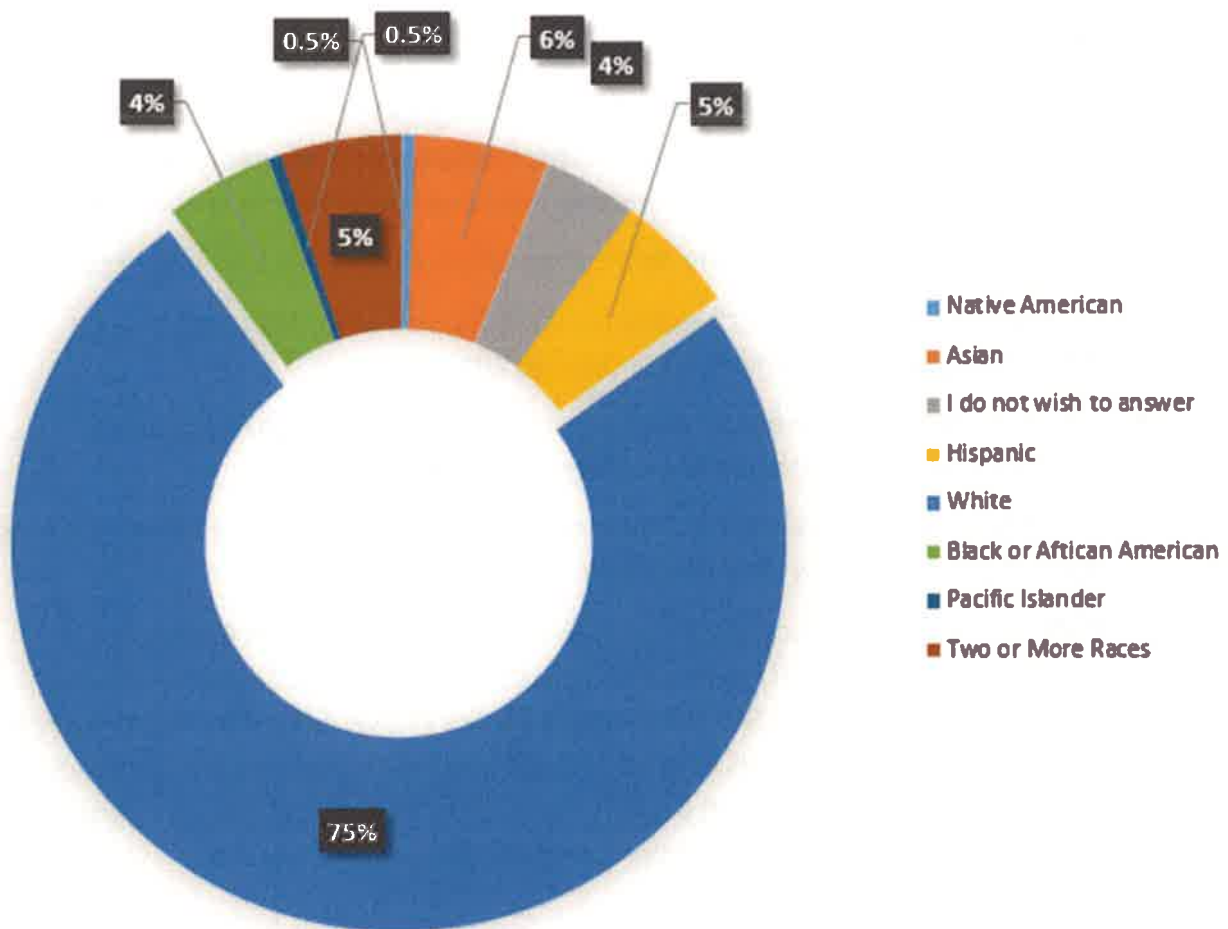
Employment

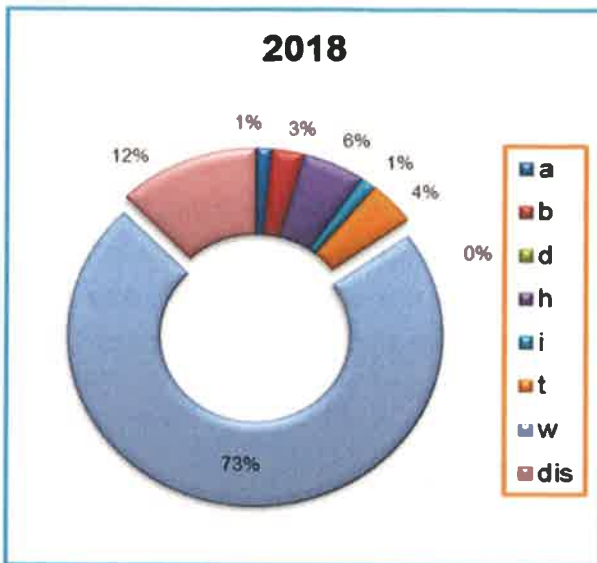
All employees and job applicants shall receive fair consideration and respectful treatment in hiring and all employment actions without regard to race, color, religion, gender, age, national origin, disability, sexual orientation, or any other status protected by law. All managers will value the principles of equal employment opportunities, affirmative action, equity, inclusion and diversity.

2019 Number of Employees

178

Females	61%
Males	38%
Gender Neutral	1%





2018 Number of Employees
157

Females 61%

Males 39%

OHCS accomplishes our affirmative action initiatives related to outreach, sourcing, and hiring through the following best practices:

- Target recruitment activities such as career fairs and outreach events.
- Advertise with professional organizations.
- Include affirmative action statement in advertisements and websites.
- Diverse interview panels and hiring committees are strongly encouraged.
- Interview panel and hiring committee training that includes unconscious bias, cultural difference, communication styles, veterans preference, and other topics to prevent discrimination and create a diverse workforce.
- Include at least one diversity-related question during the interview process.
- Include experience with diversity (or specific underrepresented groups depending on the position) as a desired attribute.
- Include our commitment to diversity, equity and, inclusion in positions descriptions, offer letters and staff expectations.
- Complete an internal and statewide salary assessment on all hiring types as required by State law and DAS policy.
- Bilingual Staffing. In accordance with the Special Coalition Collective Bargaining Agreement between SEIU Local 503 and the State of Oregon effective through June 30, 2019, a differential of five percent over base rate will be paid to employees in positions which specifically require bilingual skills (i.e., translation to and from English to another foreign language or the use of sign language*) as a condition of employment.

Retention, Development, and Succession Planning

Oregon Housing and Community Services is dedicated to honoring and respecting our individual differences while creating an engaged workforce that supports inclusiveness, acceptance, and diversity of thought by providing cultural awareness and employee engagement training to our employees.

All managers and supervisors are expected to maintain a standard of practice that reflects their commitment to upholding the Agency's Vision, Values, Strategic Goals, DAS policies, and State and federal laws related to a discrimination and harassment free workplace.

OHCS accomplishes our affirmative action initiatives related to retention, development, and succession planning through the following best practices:

- New employee orientation and onboarding.
- Integrating elements of diversity, equity, and inclusion into management expectations, performance reviews, position descriptions, and supporting leadership competencies.
- Anonymous annual employee engagement surveys.
- All employees contribute to a respectful work environment, free of discrimination and harassment.
- OHCS recognizes the importance and benefit of helping guide all employees in their professional growth, efficiency, and advancement through development plans.
- Developmental assignments and job shadowing provide opportunities to enhance and broaden employee skill base. Developmental and rotational assignments do not require a vacant position to create the learning opportunity.
- Succession planning and promotional opportunities are supported by mentoring and structured training plans.
- Exit interviews are conducted with separating employees.

Accomplishments and Initiatives

- OHCS Director and leadership reviewed the Affirmative Action Plan with employees during the third quarter of 2017. They highlighted the importance of the AAP, not just for outreach and employment activities, but for how OHCS business practices demonstrate a commitment to equity and inclusion. OHCS leadership is committed to ensuring that our programs are inclusive, incorporating a cultural and equity lens considerations reflective of our state and that we are providing equal opportunities for all people. The 2017-19 and the 2019-21 AA Plans contains several areas of focus in order to facilitate diversity, equity, and inclusion initiatives are integrated into our workforce and business practices.
- Facilitate accountability by discussing AAP initiatives during annual reviews, One-on-one employee meetings, and quarterly all staff meetings.
- Continue the commitment to diversity, equity, and inclusion in all strategic planning.
- Continue sharing information about policies regarding AA, ADA and EEO. Implement additional and relevant diversity/inclusion topics into the onboarding process.
- Continue to implement coaching approaches with hiring managers that foster diversity and cultural awareness during the interview and selection processes.
- Continue to focus on the attraction and hiring of qualified diverse applicants through assertive outreach strategies including business associations, the Governor's Office and other statewide resources.
- Encourage employee participation in trainings and conference events related to respectful leadership, cultural competence, diversity, inclusion, equity and related topics.
- Continue to market and facilitate the accessibility of the Affirmative Action Plan and complaint reporting process to all employees.

Training, Education, and Development Plan

- To realize our goal of creating an engaged workforce that supports inclusiveness, acceptance, and diversity of thought, we need to educate and promote awareness to all of our employees. We need to continue attracting great people to participate in our hiring and selection process. In order to retain those hires, we need to foster a culture that provides opportunity for training and access to the tools necessary to build an inclusive, diverse, and competent workforce.
- While OHCS does not currently have an established Training Program, staff and managers are encouraged to identify trainings through Department of Administrative Services (DAS), Bureau of Labor and Industries (BOLI), and through external providers that will further develop OHCS employees' cultural awareness. We are in the process of developing a training and development leadership curriculum that will refine our strategic focus to build and retain an inclusive and diverse workforce.
- In an effort to develop and enhance our existing culture through training and development efforts, OHCS HR is organizing a development framework. The intent of this framework is to support the work of the Diversity Equity and Inclusion Council while providing an internal focus on awareness, engagement and training of our employees. The framework outcome is intended to provide tools to help employees learn how to effectively communicate, increase employee engagement, be inclusive, collaborate, raise cultural awareness, and adapt to a variety of styles.
- OHCS is participating in and creating a GARE cohort. The Government Alliance on Race and Equity (GARE) is a national network of government working to advance racial equity and increase opportunities for all. GARE is a joint project of Race Forward and the Haas Institute for a Fair and Inclusive Society at UC Berkeley. As a membership-led, membership-driven network, GARE members share effective practice, collaborate across regions and subject areas to advance policies and practices, and develop solutions to racial equity challenges. As members of GARE OHCS will receive technical

assistance, peer exchanges and mentorship, tools and resources, and extended learning curriculums. Members convene regularly, both virtually and in person, and participate in the GARE Annual Meeting, which brings together 400+ practitioners working to transform government. GARE focuses on normalizing conversations about race, operationalizing new policies, practices and organizational cultures, and organizing across sectors and community to achieve racial equity.

All OHCS Employees:

OHCS requires employees to complete the online *Maintaining a Harassment Free and Professional Workplace* and *Preventing Sexual Harassment* trainings within two weeks of hire and annually. Employees come to understand what conversations and behaviors to avoid in the workplace, gain awareness of professional workplace expectations, and understand the Department of Administrative Services policies on harassment, discrimination, and professional workplace conduct.

OHCS makes available to all its employees information received about diversity/multi-cultural trainings, events, workshops and festivities from the Affirmative Action Office, and other sources. Such as OHCS employees participating in the state wide diversity conference. In addition, Agency information is disseminated through regular all-staff meetings, monthly division meetings and weekly section meetings.

The OHCS Diversity, Equity, and Inclusion Council and Director's Series sponsor sessions that address topics specific to supporting equity, diversity and inclusion. The presentations, events, and lunch-and-learn opportunities are intended to help our employees think of diversity in a way that includes helping employees learn how to effectively communicate, increase employee engagement, be inclusive, collaborate, raise cultural awareness, adapt to a variety of styles and take responsibility for their own reflection, growth, and actions.

All employees are afforded the opportunity for training and education in accordance with the Department of Administrative Services Policy, 50.045.01, *Employee Development and Implementations* and *Oregon Benchmarks for Workforce Development*. Career development plans may be completed through annual performance evaluations where employees and managers assess, document, and make a plan to obtain job-related training.

Each year OHCS employees are encouraged to take the Fair Housing Council of Oregon's historic bus tour of Portland to learn about Oregon's hidden history of discrimination, displacement, and segregation.

Opportunities for development and advancement are available to employees through a variety of methods such as job rotations and job shadowing. The Agency is committed to allowing employees the opportunity to participate in job rotations and job shadowing in preparation for career advancement. As of July 17, 2018, fourteen OHCS employees advanced through the recruitment process.

OHCS Leadership Development and Training Program:

The Senior HR Business Partner/Affirmative Action/Diversity and Inclusion Coordinator meets with new Housing and Community Services managers, and supervisors to cover information on the concepts of diversity, inclusion and equity to help managers and supervisors be successful in managing and creating a functional workplace that is resilient, safe, and inclusive.

OHCS determined to invest in the Ascent Leader to Leader Program. OHCS Executive Teams and Managers together will have the opportunity to explore strengths in various areas and make commitments to focus on new behaviors to continue to grow. The session work includes individual, paired, small, and full group work – normally over the course of 3-4 hours and will last approximately 9 months. It will also include accountability peer groups with mid-month follow up. The development commitment is about personal growth within the context of a professional setting, with built in accountability in order to ensure we are exploring our value sets including those related to diversity and inclusion supporting bringing the best of ourselves to contribute to the mission of OHCS.

Human Resources Solutions team:

The OHCS HR team provides consultation and recruitment training to hiring managers. This training covers topics such as, the value of diversity and inclusion, unconscious bias, cultural considerations and veterans preference requirements. As of August 1, 2018, 83% of our management/supervisory staff have completed the Interview Panel and Committee Training.

The Agency's Senior HR Business Partner/Affirmative Action/Diversity and Inclusion Coordinator attends regular meetings with the Governor's Equity Advisory Team which consists of representatives from a vast variety of state agencies. These meetings are a forum to develop tools, and share resources and best practices to enable OHCS to take advantage of resources available in other agencies. Information and updates from these meetings are shared regularly at Equity Council meetings.

Volunteers and Housing Stability Council Board Members:

The Agency requires all volunteers and the Housing Stability Council Board members to complete the online *Maintaining a Harassment Free and Professional Workplace* and *Preventing Sexual Harassment* training, as well as other human resource and safety policies upon their initial hire or appointment, and annually thereafter.

The OHCS Affirmative Action Plan will continue to be made available to volunteers and board members through the OHCS website.

Contractors and Vendors:

OHCS contractors typically do not require a Training, Educational, and Development Plan.

The OHCS Affirmative Action Plan will continue to be made available to providers and vendors through the OHCS website.

2018 - Training Numbers	Goal	Complete 12/31/18
Prevention of Sexual Harassment Training	100%	100%
Maintaining a Professional and Harassment Free Workplace	100%	100%

Training and Outreach Programs

Although OHCS does not have a specific leadership development training program at this time, our presentations, events, and lunch-and-learn opportunities were designed to help our employees think of diversity in a way that includes helping employees learn how to effectively communicate, increase employee engagement, be inclusive, collaborate, raise cultural awareness and adapt to a variety of styles.

Equal Employment Opportunity (EEO) Data of Trainees

Although this is important information to support the Affirmative Action Plan, OHCS did not track the protected class data or job classifications of the training.

Internship Program

The Agency's formal Internship Program has provided opportunity for five Hatfield Fellows to gain experience in a variety of programs involved in providing housing assistance to those in need. The Hatfield Fellowship is a rigorous, project-oriented, professional and educational experience designed to provide each fellow with an opportunity to acquire leadership skills with a public service agency in Oregon. The fellows worked directly with the Director's Office, Chief Operations Office, Strategic Operations section, Housing Finance division and the Housing Stabilization division.

Informal Outreach

OHCS envisions providing limited opportunities for students to shadow OHCS employees or to sit in on actual job interviews to observe how a job interview is conducted so they can absorb various aspects of job search etiquette.

Prior to embarking on any internship program or mentoring program that would include persons under the age of 18, OHCS will comply with all statutes and rules pertaining to mandatory training, reporting, and screening of all personnel who will or may interact with those underage participants.

Mentorship Programs

Oregon Housing and Community Services does not have a formal mentoring program. The Agency's current onboarding program involves a several-step process of acquainting the new employee with the workplace and its rules, and taking care of practical matters in such as ergonomic assessments along with learning about engagement opportunities and Agency culture.

Language Assistance Plan (LAP)

OHCS administers a variety of federal and State supported housing and social service programs. The Language Assistance Plan (LAP) is primarily prepared to meet the requirements of certain federal programs and overlap with other programs administered by OHCS. The LAP enables OHCS to expand its ability to serve the needs of people with limited English proficiency.

Our interagency agreement with two neighboring departments (Parks and Recreation and Water Resources) allows us to access staff with language fluency skills in Spanish, Russian, German, and Armenian.

We provide translations of written materials on our website for limited English proficiency persons when requested.

We maintain program materials posted on the Agency's website to ensure that such materials can be readily converted to as many languages as necessary to serve the needs of OHCS clientele.

We track the number and proficient language (other than English) of clients contacting the Agency for assistance to ensure that the LAP is meeting the needs of the public.

Bilingual Staffing

The Special Coalition Collective Bargaining Agreement between SEIU Local 503 and the State of Oregon effective from July 1, 2015 through June 30, 2019 includes the following term at Article 26, Section (c):

A differential of five percent over base rate will be paid to employees in positions which specifically require bilingual skills (i.e., translation to and from English to another foreign language or the use of sign language*) as a condition of employment. The interpretation and translation skills must be assigned and contained in an employee's position description.

Currently, two position descriptions have been amended to include a requirement of interpretation and translation skills in Spanish. OHCS has two staff members who can translate English-to-Spanish and Spanish-to-

English which enhances the Agency's ability to serve the people of the State of Oregon.

Agency-Wide Diversity Equity and Inclusion Council

OHCS created a council to advance social equity and promote inclusivity in the Agency's internal operations, organizational culture, and service delivery. The Council has been meeting since September 2015. The goal is that the Council will aid the Agency in its efforts to advance equitable outcomes for low income Oregonians, and in particular to consider strategies that can help overcome historic disparities. In 2017, the Equity Council focused on internal and external activities. Internal activities include two approaches: (1) Training and in-depth discussion on equity; and (2) Celebrations of diversity in concert with special emphasis months (such as Black History Month). For the external focus, the Equity Council works with program areas to review equity policies related to specific programs and provide technical guidance as needed.

Statewide Diversity Conference Sponsor

In 2018, OHCS partnered with over ten state agencies to present this staff development opportunity for up to 1800 state employees over a two-day period. Our Agency sponsored eighteen Agency staff to attend. In addition, the OHCS Senior HR Business Partner, Affirmative Action and Diversity Coordinator assisted with conference planning, logistics, speaker selection, and other details related to the conference.

OHCS support, sponsorship, and participation in the statewide conference demonstrates to employees that OHCS embraces and encourages the various differences in characteristics that make our employees unique and that the Agency is committed to investing in employee development and growth.

Diversity Presentations

As of August 1, 2018, OHCS hosted approximately fifteen presentations and or lunch-and-learn opportunities promoting diversity, and cultural awareness. Six of the fifteen presentations were open to the several agencies in the surrounding area. Examples of the presentations include:

Black History Month (February):

- OHCS sent out emails which included a schedule of events happening

around the State to celebrate Black History Month, and an all staff educational email which also contained videos.

Women's History Month (March):

- In 2017 OHCS sent out information and materials in celebration of women earning the right to vote.
- In celebration of Women's History Month OHCS showed video presentations of several OHCS female professionals who shared personal messages of wisdom, strength, courage and service.
- On March 20, 2018, former Governor Barbara Roberts joined us for a conversation titled "Leading the Way." In addition, OHCS provided a limited time YouTube link to the Speaker Series presentation by former Governor Barbara Roberts on "The Role of Women in Oregon's History."

Multicultural Awareness (April):

- Margaret Salazar, Agency Director, sent out an Agency-wide email to share video links recognizing 50 years since the adoption of the Fair Housing Act.
- April 18, 2018, Speaker Dr. Lisa Bates and Maxine Fitzpatrick joined us for a Speaker Series event titled "Displacement and Purposeful Inplacement". The discussion included access to fair housing opportunity in a housing crisis and the history and future of North and Northeast Portland.

Asian Pacific American Heritage Month (May):

- On May 17, 2017, OHCS hosted Paul Solomon, Executive Director of Sponsors, Inc., in Eugene and Jacob Fox, Executive Director of Housing and Community Services Agency of Lane County for a discussion about the challenges and the rewards of housing people with criminal history.
- In recognition of Asian Pacific American Heritage Month, George Nakata joined us on April 17, 2018, to discuss his experience as a Japanese American in Oregon during World War II and his experiences in an American concentration camp.

LGBT (June):

- On June 12, 2017, OHCS hosted a presentation by Julia McKenna to discuss LGBTQ + Equity. During this presentation employees were encouraged to complete a social identity profile in order to help us to identify and understand various social identities.
- On June 27, 2018, OHCS held a presentation by Mr. Nathaniel Boehme, Oregon's LGBTQ Veterans Coordinator.

ADA Anniversary (July):

- On July 25, 2017, the Equity Council showed the documentation Lives Worth Living in honor of the ADA anniversary and awareness month.

Hispanic Heritage Month (September):

- In honor of Hispanic Heritage Month, Ernesto Fonesco, Chief Executive Officer of Hacienda Community Development Corporation (CDC), joined us on September 26, 2018 to discuss how Hacienda's work as a Latino Community Development Corporation strengthens families by providing affordable housing.

Diversity Awareness Month (October):

- On October 10, 2017, Julia McKenna joined us for an LGBTQ informational conversation.
- On October 25, 2017, OHCS hosted a presentation by Mitch Sparks, Director, Statewide Veteran Services of the Department of Veterans Affairs. During this presentation employees were able to learn about how the housing crisis is affecting the veteran community and what challenges face the men and women who have served our country in the Armed Forces.

Native American/Alaska Native Month (November):

- The Authentic Pacific Island Dance crew joined us on May 23, 2017 during our all-staff picnic.
- November 13, 2018, OHCS welcomed Julie Johnson, Liaison for the Tribes and Senior Advisor to the OHA Director, to discuss how we can partner to advance positive health outcomes and housing stability for Oregon's Native American residents.

The above-described presentations, events, and lunch-and-learn opportunities have had a positive impact on the workforce. OHCS staff were enlighten, educated, and exposed to new ideas, thoughts, training, and information that they might not have been aware of or considered.

In September 2017, OHCS asked employees to complete a confidential survey related to the Director's Speaker Series and the Equity Council Events to help us plan for our 2018 presentations.

OHCS has not consistently tracked the attendance of these presentations. The Agency plans to track attendance during the next biennium.

Community Engagement

Historically, the Agency has not actively participated in community events or festivals, but rather, has promoted known community events to staff by posting these opportunities on the Agency's bulletin boards.

OHCS partners with Salem WorkSource to provide training sessions as needed to help educate would-be State of Oregon applicants on how to go about preparing and submitting an application. As of August 1, 2018, the Office of Human Resource staff participated in two training sessions.

Trade-Specific Events

Historically, OHCS has collaborated with other federal and state agencies, local government and community agencies, financial institutions, investors, developers, and many others to ensure that Oregonians throughout the state have affordable housing available to them, no matter their ethnic background, disability or challenges. OHCS plans to continue this practice throughout the upcoming biennium.

OHCS HR Team Commitment Statement



Oregon Housing and Community Services has a long history of supporting equal employment and affirmative action through championing open and competitive hiring processes to create and sustain a diverse and skilled workforce.

Recognizing the challenge surrounding creating an engaged workforce, the OHCS HR Team commits to ensuring our recruitment and retention efforts focus on members of historically underrepresented groups. We will embrace diversity, equity and inclusivity.

In an effort to foster a culture of retention, OHCS HR has organized three charges. The charges support the work of the Equity Council while providing an internal focus on awareness, engagement and training for all our employees.

CHARGE:

AWARENESS - Coordinate activities and outreach opportunities to raise awareness of different cultures, communities, and teams.

- Agency wide displays
- Community outreach
- Increased communication

ENGAGEMENT- Engage OHCS employees to take an active part in creating a diverse and inclusive culture through activities and events.

- Statewide Diversity Conference participation
- Internal job fair – career advancement
- Intranet postings – volunteer opportunities
- Employee spotlights – sharing employee stories
- Mentorship opportunities – internal and external

TRAINING - Provide training to all staff on EEO/AA topics, best practices for hiring, and cultural competency/awareness.

- New employee orientation – value of diversity
- Unconscious bias – hiring and selection process
- Onboarding – extends 12 months, topics inclusivity, teambuilding, cultural awareness, and value of difference

Results and Measures

2018 OHCS Workplace Environment Survey

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Employees are recruited, hired, and promoted based on an equitable and competitive process.	16.49% 16	68.04% 66	11.34% 11	4.12% 4	97
I believe the employee performance evaluation system is consistent.	9.28% 9	54.64% 53	29.90% 29	6.19% 6	97
I receive frequent performance feedback.	15.46% 15	59.79% 58	20.62% 20	4.12% 4	97
I receive written performance evaluations annually.	13.40% 13	57.73% 56	22.68% 22	6.19% 6	97

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
I see trust and mutual respect in my workplace.	23.16% 22	58.95% 56	15.79% 15	2.11% 2	95
I am treated with respect by coworkers.	30.53% 29	61.05% 58	7.37% 7	1.05% 1	95
My section manager values my opinion.	45.26% 43	48.42% 46	6.32% 6	0.00% 0	95
I am treated with respect by my partner agency contacts.	29.47% 28	65.26% 62	3.16% 3	2.11% 2	95

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
I am provided with leadership opportunities.	17.89% 17	56.84% 54	20.00% 19	5.26% 5	95

Statewide Exit Interview Survey










OHCS provides every exiting employee with the opportunity to fill out an exit interview survey. The Agency plans to continue this practice into the next biennium. Participation in the exit interview is, and will continue to be, voluntary. While this small sample size does not yield statistically significant results, the information gathered is still useful as feedback to our leadership team.

2017 – 2019 Goals

Stop doing initiative based on capacity, change in leadership or relevant outcomes

Evaluate and modify goal or initiative

Continue as an Affirmative Action initiative best practice.

2017-2019 Goal/Initiatives	Status	Progress/Comments
Evaluate management personnel in their effectiveness of supporting the AA plan during annual evaluations.		No way to measure.
Identify promotional opportunities for person of color.		No accurate data for tracking available.
Attend relevant expos when practical when resources are available.		OHCS attended the 2018 Statewide Diversity Conference.
Continue to partner with other agencies and local minority advocacy groups, higher education institutions to increase OHCS' visibility.		Outreach to colleges, participated in Hatfield Fellowship Program, partner with Workforce to increase applicant trainings. See 2019-21 Goal.
Recruit qualified people of color candidates to fill positions in officials and administrator job groups.		Overall increase of OHCS persons of color in EEO categories.
Recruit qualified people of color candidates to fill positions in professional job groups.		Overall increase of OHCS persons of color in EEO categories.
Complete Respectful Leadership training for all staff if resources are available.		77% completion of Maintaining a Professional Workplace and 82% completion of Sexual Harassment Prevention training
Increase the number of persons of color and persons with disabilities in the applicant pools by 10%.		Accurate tracking of applicant pools is labor intensive with our current systems, however, there was an overall increase in people of color and disabilities from 2017 to 2018.
Systematically review and selectively disseminate diversity-related books to staff.		Various presentations throughout the biennium cover the same information in an easier to digest and less labor intensive manner.

2019-2021 GOALS

EXPECTED OUTCOME: A resilient OHCS that engages supports and challenges employees by integrating workforce strategies and systems.

A. Harness positive growth and change of the Agency by providing leadership development, resources and training to create a sustainable workforce.

1. Create and implement succession plans with a focus on underrepresented employee groups.

Timeline: Complete by the second quarter 2019

2. Provide change management training that includes sessions on cultural awareness in order to promote the benefit of diverse thought, education, style and culture.

Timeline: Begin first quarter June 2019

3. Access to the AAP is available to all employees and discussed during onboarding and all-staff meetings.

Timeline: Begin July 2019

4. Managers are continuing conversations within their respective sections clearly communicating the expectations of a professional workplace by focusing on topics related to *Preventing Sexual Harassment and Maintaining a Professional and Harassment Free Workplace*.

Timeline: Ongoing

B. Demonstrate an efficient business culture with tools for effective decision making, service delivery, and accountable leadership.

1. Implement the AAP through the use of employee surveys, assessments; performance evaluations, performance management, and position description.

Timeline: Ongoing

2. Managers demonstrate accountable leadership by ensuring expectations are communicated to employees through frequent conversations about diversity and inclusion during 1:1 coaching sessions and other training opportunities.

Timeline: Ongoing

3. Review and distribute the OHCS Affirmative Action Policy.

Timeline: Annually

4. Incorporate AA, diversity and inclusion responsibilities in executive and management job descriptions.

C. Attract and retain a diverse workforce, in compliance with labor agreements, employment laws and enterprise directives, reflective of the communities we serve.

1. Develop, recruit and maintain an active pipeline of diverse and qualified applicants.

Timeline: Ongoing

2. Conduct outreach to target under underrepresented populations, by attending five outreach activities each year.

Timeline: Begin first quarter 2019

3. Create a program that includes internal development and promotional strategies for underrepresented employee groups through; active sourcing, succession plans, mentoring programs, job rotations, and other training and development opportunities.

Timeline: Ongoing

4. Create an Onboarding Program that extends beyond a one-day event to ensure those employees who are new to OHCS are provided connections in the Agency through mentorships or other engagement activities.

Timeline: Complete 2021

5. OHCS' commitment to diversity will be included in all job postings and advertisements.

Timeline: Ongoing

6. Establish relevant baseline to determine the number of underrepresented employee groups.

Timeline: July 2019

D. Administer policies, rules and practices that create a safe, respectful and results-driven environment where our values of diversity, inclusion, and service equity are demonstrated in our work.

1. Continue the practice of pay equity salary assessments.

Timeline: Ongoing with each new appointment

2. Compliance with Preventing Sexual Harassment training.

Timeline: Ongoing — two weeks after hire and annually thereafter

3. Compliance with Maintaining a Professional and Harassment Free Workplace.

Timeline: Ongoing — two weeks after hire and annually thereafter

4. Implement section expectations throughout the Agency to include support of AAP initiatives.

Timeline: Begin 2019 — Complete 2021

E. Build a commitment to better understand diversity, inclusion and equity through staff training and leadership development with the guidance of an effective Diversity Equity and Inclusion Council.

1. OHCS will continue commitment to the statewide Diversity Conference.

Timeline: End 2021

2. Increase OHCS employee participation in the 2019 Statewide Diversity Conference

Timeline: Begin first quarter 2019

3. Increase OHCS employee participation in the Diversity Equity and Inclusion Council Meetings.

Timeline: Begin First quarter 2019

4. Provide specific training and development for council members to increase engagement and commitment to work.

Timeline: Begin 4th quarter of 2019

5. Provide Training through workshops, events, and presentations to increase understanding.

Timeline: Ongoing

6. Cross sectional agency participation in the Government Alliance on Race and Equity 9 month cohort.

Timeline: begin 4th quarter 2019

Equity Council Agreements

I Agree

1	To hold personal stories in confidence.
2	There is a need to share actions, decisions, and topics agency-wide.
3	To trust others and be honest/truthful.
4	To be direct but speak my truth responsibly.
5	I agree not read into comments and to ask for clarification.
6	Not take offense when none is intended, and to be responsible for my own wellbeing.
7	To stay open to ideas.
8	To be respectful.
9	To be open to understanding.
10	To be willing to learn and educate, including historical information.
11	To be accepting.
12	To be committed to the work, the process, and the Council.

HOUSING STABILITY COUNCIL

About the Council Membership

The Housing Stability Council consists of nine members appointed by the Governor, subject to confirmation by the Senate under ORS 171.562 and 171.565. The term of office of each member is four years, but a member serves at the pleasure of the Governor. Before the expiration of the term of a member, the Governor shall appoint a successor whose term begins on July 1 next following. A member is eligible for reappointment. If there is a vacancy for any cause, the Governor shall make an appointment to be immediately effective for the unexpired term.



Adolph "Val" Valfre, Jr.
Chair

Sarah DeVries

Claire Hall



Mary Li

Anna Gellar

Charles Wilhoite



Gerardo Sandoval, PhD

To be determined

To be determined

<https://www.oregon.gov/ohcs/OSHC/Pages/about-oregon-state-housing-council.aspx>

Status of Contracts to Minority-Owned Businesses

OHCS is working to elevate and integrate equity throughout the work that we do by promoting opportunities for minority owned, women owned, and emerging small businesses in the development of affordable multifamily housing. Increasing utilization is a tangible strategy to boost incomes of COBID Certified Firms.

OHCS stakeholders who submit application for OHCS funding are required to identify ways and/or targets that they will utilize to contract with Minority-Owned, Women-Owned and Emerging Small Businesses (MWESB) contractors/subcontractors in the construction and operation of the proposed Project. Awardees are required to submit a report to OHCS demonstrating outcomes of their efforts to contract with MWESB contractors/subcontractors, using state registry, in their final application.

In response to EO 18-03, OHCS has implemented the requirement of the EO to be intentional in our outreach to COBID certified firms by soliciting quotes or invite bids from a minimum of at least one minority-owned business, one woman-owned business, one business that a service-disabled veteran owns, and one emerging business, whenever possible. OHCS has designated an Agency Designee to ensure all requirements of the EO are implemented and that the Agency is well informed of the EO requirements and efforts.

OHCS will develop an annual community and small business engagement plan that supports the requirements of the EO and contains an agency self-assessment identifying areas of strengths and opportunities for improvement; successes and challenges; and engage activities with business communities.

OHCS strongly recommends and encourages agency personnel who conduct a procurement, administer a contract, and perform purchasing related tasks, attend and complete any DAS and COBID trainings regarding policies related to COBID certified firms.

Roles for Implementation of Affirmative Action Plan



**Executive Director
Margaret Salazar**

OHCS Executive Director, Margaret Salazar

The Executive Director commits OHCS to a policy of equal employment opportunity and is active in the attainment of the Agency's Affirmative Action goals, objectives, and initiatives.

Holds OHCS administrators and management staff accountable for understanding and articulating the EEO/ Affirmative Action Policy, commitment and goals, and producing the affirmative action plan. This is assessed during the annual performance evaluation cycle. The OHCS Director is held accountable through her annual evaluation by the Governor.

Ensures compliance with all applicable federal and State laws, rules and regulations regarding equal employment opportunity.

Deals directly with reported actions that are contrary to the policies and procedures outlined in the Affirmative Action Plan.

OHCS Executive Team

The Executive Team includes the Executive Director, Chief Operating Officer, and Chief Finance Officer, Housing Finance Assistant Director, Housing Stabilization Assistant Director and Public Affairs Assistant Director. Executive team members are responsible for the full implementation of the Affirmative Action Plan within their area of responsibility, including:

- Establish a positive climate for program success within their area of responsibility.
- Make a place where employees can thrive, succeed, and look forward to coming to work each day, knowing they have a safe and respectful place to work, free from discrimination and harassment.

- Review personnel practices and procedures including training programs, recruitment, hiring and promotion patterns to identify possible roadblocks to equal employment opportunity and upward mobility; and then take appropriate remedial action to support the OHCS workforce philosophy.
- Participate in meetings of minority organizations, women's organizations and community service groups as appropriate to promote OHCS employment opportunities.
- Hold regular discussions with managers, supervisors and employees to be certain that the Affirmative Action Plan is understood and implemented.
- Ensure the evaluation of manager and supervisor performance considers the their commitment to Affirmative Action efforts and results.

OHCS Managers and Supervisors

The OHCS managers and supervisors have primary responsibility for the success of the Affirmative Action Plan through their direct supervisory role. Managers and supervisors are responsible for implementing the Agency's Affirmative Action Plan including:

- Becoming familiar with the details of the Affirmative Action Plan as they apply to the programs, sections or units within their responsibility.
- Monitor progress of hiring and promotions in relations to Affirmative Action goals
 - Brief all new employees on the plan.
 - Ensure readily available access of the plan for reference.
 - Discuss the plan and progress achieved at staff meetings.
 - Provide information, resources and training regarding the plan, Equal Employment Opportunity (EEO) and the prohibition of discrimination and harassment.

- Periodically review hiring and promotion patterns, training opportunities, and work assignment in order to work collaboratively with the Office of Human Resources to ensure freedom from stereotyping persons with protected class status that could limit their access to jobs for which they are qualified.
- Take steps to become involved in outreach programs to encourage and develop diverse applicant pools for current and future vacancies.
- Attend and encourage employees to attend diversity, inclusion and service equity trainings, presentations, and Equity Council meetings.
- Create a working environment, which encourages all employees to achieve their full potential. Address career development opportunities by developing Individual Development Plans (IDP) and reviewing employee training and career plans.
- Maintain a professional attitude and an inclusive work environment, free of harassment and other forms of discrimination.
- Take responsible action to prevent harassment and discrimination of employees.
- Work collaboratively with the Office of Human Resources to provide reasonable accommodations for qualified employees with disabilities through the engagement of the interactive process.

Human Resource Solutions

The Human Resource Manager serves as, designates, and works in collaboration with HR team members to fulfill the role of the Agency Affirmative Action Officer as defined in compliance with the spirit of the Governor's Affirmative Action Office. The Human Resource Manager is responsible for partnering with the Agency leadership on the implementation of the Affirmative Action Plan.

The OHCS HR team provides human resource consultation and support to all the various work units/section of the Agency and includes the responsibility to investigate all discrimination and harassment claims and complaints that employees file with their supervisor, manager, DAS CHRO or the Office of Human Resources.

- Leads the development and monitoring of the OHCS biennial Affirmative Action Plan.
- Publicize, distribute and train managers and supervisors on the expectations for implementing the plan.
- Assist the Agency in identifying problems or improvement areas.
- Work in collaboration with the Diversity, Equity, and Inclusion Council to develop affirmative action programs and internal and external communication programs about the Affirmative Action Plan according to the Governor's Equity Office recommendations.
- Maintain statistical information of race, gender, and disabilities obtained through analysis of state personnel data. Provide analysis and recommend goals with timelines and develop programs to achieve those goals.
- Monitor goals initiated to remedy areas of underutilization.
- Provide feedback to executives, managers, and supervisors on affirmative action progress.
- Ensure investigation and resolution of all discrimination and harassment complaints are conducted in compliance with OHCS procedure in a timely manner.
- Report to and update the Chief Operating Officer and/or Director on all complaints.

Appendices

Appendix A State Policy Documentation

http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf

Appendix B Federal Documentation

[http://www.oregon.gov/gov/policy/Documents/
Federal_Affirmative_Action_Title_VII.pdf](http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_Title_VII.pdf)

Appendix C:

Agency documentation in support of its Affirmative Action Plan



OHCS - Oregon Housing and Community Services

Internal Policies and Procedures Manual – POLICY

Policy Name:	<u>Equal Employment Opportunity/ Affirmative Action</u>	Number:	<u>20.010.02</u>
Policy Category:	Human Resources	Adopted:	12/01/87
Responsible Division:	Director's Office, Human Resource Management	Revised:	04/27/07
Approved:	<i>Director's signature on file.</i>		

PURPOSE: To provide guidelines for meeting the intent of State and Federal government Equal Employment Opportunity and Affirmative Action laws, rules, and policies.

AUTHORITY: ORS 240.306; ORS 243.305; OAR 105-040-0001, Equal Employment Opportunity and Affirmative Action. Link: <http://www.oregon.gov/DAS/CHRO/docs/advice/1050400001.pdf>

APPLICABILITY: All Oregon Housing and Community Services employees, applicants for employment and individuals seeking OHCS provided services or information.

REFERENCES: Governor's Affirmative Action Office. Link: <http://www.oregon.gov/gov/GovAA/Pages/index.aspx>

DEFINITIONS: **Affirmative Action (AA):** A method of eliminating the effects of past and present discrimination, intended or unintended, on the basis of race, religion, national origin, age, sex, marital status or physical or mental disabilities.

Affirmative Action Officer: Individual responsible for the development, dissemination, and implementation of the Department's Affirmative Action Plan.

Department: Oregon Housing and Community Services (OHCS).

Equal Employment Opportunity (EEO): The availability of employment and advancement to all persons on the basis of merit,

ability and potential. The concept of equal opportunity for all persons in the employment process.

POLICY:
Affirmative

The Human Resource Manager shall serve as the OHCS
Action Officer.

OHCS is an Equal Employment Opportunity (EEO) employer. OHCS shall recruit, hire, train, and promote persons to all job classifications regardless of race, color, religion, national origin, age, sex, sexual orientation, marital status, or a physical or mental disability not shown to prevent adequate performance of available work.

OHCS fully supports the inclusion of all protected groups into its work force and shall maintain an affirmative action (AA) plan which is reviewed and updated biennially. The purpose of the AA plan is to promote affirmative action steps and programs that attract and retain diverse representation, including, but not limited to, people of color, women, and persons with disability.

OHCS is committed to creating and maintaining a work environment and culture which values and utilizes diversity. OHCS respects and values the diversity of different cultures, genders, ages, backgrounds and abilities and supports differing opinions, perspectives and views in its decision making processes.

OHCS is committed to providing a work environment free of harassment be it based on gender, race, religion, age, disable status or any other factor prohibited by law or policy. Behavior of OHCS employees, contractors, clients, or any other representatives that may constitute harassment, shall not be tolerated.

OHCS management staff is directly responsible and accountable for supporting and complying with EEO/AA programs and concepts as established by the Department's affirmative action plan, EEO/AA policy and procedures. Managers shall communicate these commitments to existing and new employees, and shall be evaluated in such a manner that reflects their efforts and accomplishments in the area of affirmative action.

OHCS management staff shall be directly accountable for understanding and articulating the Department's Equal Employment

Opportunity/Affirmative Action Policy, commitment and goals, and producing the affirmative action plan outcomes.

OHCS encourage its employees to share concerns related to equal employment opportunity and affirmative action. OHCS is committed to resolving issues and identifying internal remedies whenever possible.

OHCS includes complaint procedures as an integral part of its Affirmative Action Plan.

OHCS supports and is committed to complying with the State of Oregon's Affirmative Action Plan and shall develop and administer an OHCS Affirmative Action Plan.



OHCS - Oregon Housing and Community Services
Internal Policies and Procedures Manual – PROCEDURES

Policy Name:	Equal Employment Opportunity/Affirmative Action	Number:	<u>20.010.02PR</u>
Policy Category:	Human Resources	Adopted:	12/01/87
Responsible Division:	Director’s Office, Human Resource Management	Revised:	04/27/07

APPLICABILITY: All Oregon Housing and Community Services employees, applicants for employment and individuals seeking OHCS provided services or information.

REFERENCES: Governor’s Affirmative Action Office. Link:
<http://www.oregon.gov/gov/GovAA/Pages/index.aspx>

DEFINITIONS: **Affirmative Action (AA):** A method of eliminating the effects of past and present discrimination, intended or unintended, on the basis of race, religion, national origin, age, sex, marital status or physical or mental disabilities.

Affirmative Action Officer: Individual responsible for the development, dissemination, and implementation of the Department’s Affirmative Action Plan.

Department: Oregon Housing and Community Services (OHCS).

Equal Employment Opportunity (EEO): The availability of employment and advancement to all persons on the basis of merit, ability and potential. The concept of equal opportunity for all persons in the employment process.

PROCEDURES/RESPONSIBILITIES:

Develops, disseminates, and implements the Department’s Affirmative Action Plan.

Human Resource Manager Holds OHCS' management staff accountable for understanding and articulating OHCS' Equal Employment Opportunity/Affirmative Action policy, commitment and goals and producing the affirmative action plan outcomes.

Director Administrators Managers Evaluates management staff performance related to Equal Employment Opportunity, Affirmative Action, and valuing diversity during annual performance management reviews.

Confers with Human Resource Manager regarding the manager's efforts in developing a diverse applicant pool for affirmative action purposes. Considerations shall include type of recruitment, level of outreach, and consideration of affirmative action applicants.

Develops, coordinates or provides training in affirmative action and valuing diversity for OHCS management and employees. Areas include outreach or affirmative action as part of the recruitment process, anti-harassment, ADA compliance, diversity awareness and management, and any other areas and issues addressed within the Department's Affirmative Action Plan.

Human Resource Manager

Provides confidential assistance, consultation and resources to OHCS employees in all aspects of the affirmative action.

Provides confidential review of employee concerns, initiating timely and appropriate investigative action as necessary and advising of possible internal remedies. Notifies employees of formal complaint procedure and of external enforcement agencies providing other resources and possible remedies when internal remedies are not successful in addressing their concern.

Receives and takes timely and appropriate investigative action on formal complaints.

Makes complaint determination identifying corrective action, if necessary, and notifies employee within 30 days of the submitted claim of the investigation results, the type of corrective action to be taken, the established time line for the correction action to be taken and by whom.

Maintains formal record of Equal Employment Opportunity and Affirmative Action complaints.

Creates and maintains Affirmative Action progress reports.

Provides leadership and a working climate that fosters a work environment that values and utilizes diversity.

Works with Human Resource Management to identify affirmative action resources and needed outreach activities to build a diverse applicant pool as part of the recruitment process.

Shares concerns regarding Equal Employment Opportunity, Affirmative Action or diversity with immediate manager, Human Resource Manager, or any other OHCS manager.

Management Staff

Concerns may be shared verbally or in writing. The information about the event needs to be sufficient to aid in the evaluation and shall include the remedy or relief being sought.

OHCS shall first seek informal resolution.

Employee, Job Applicant

If employee or job applicant is dissatisfied with results, he/she may:

Submit a formal written complaint to the Human Resource Manager or the Director within 30 days from the date the alleged incident or violation occurred; or

Submit a formal written complaint to the Governor's Affirmative Action Office within 30 days of the date of the alleged incident or violation.

*Although we acknowledge the attached policy is out dated, update efforts are under way.

Notes:



Equality doesn't mean **Equity**



BREAKING NEW GROUND: 2019-2023 HOUSING PRIORITIES



EQUITY AND RACIAL JUSTICE
 Advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity.

GOAL: Communities of color will experience increased access to OHCS resources and achieve greater parity in housing stability, self-sufficiency and homeownership. OHCS will collaborate with its partners and stakeholders to create a shared understanding of racial equity and to overcome systemic injustices faced by communities of color in housing discrimination, access to housing and economic prosperity.

HOMELESSNESS
 Build a coordinated and concerted statewide effort to prevent and end homelessness, with a focus on ending unsheltered homelessness of Oregon's children and veterans.

GOAL: OHCS will drive toward impactful homelessness interventions by increasing the percentage of people who are able to retain permanent housing for at least six months after receiving homeless services to at least 85 percent. We will also collaborate with partners to end veterans' homelessness in Oregon and build a system in which every child has a safe and stable place to call home.

PERMANENT SUPPORTIVE HOUSING
 Invest in permanent supportive housing, a proven strategy to reduce chronic homelessness and reduce barriers to housing stability.

GOAL: OHCS will increase our commitment to permanent supportive housing by funding the creation of 1,000 or more additional permanent supportive housing units to improve the future long-term housing stability for vulnerable Oregonians.

AFFORDABLE RENTAL HOUSING
 Work to close the affordable rental housing gap and reduce housing cost burden for low-income Oregonians.

GOAL: OHCS will triple the existing pipeline of affordable rental housing — up to 25,000 homes in the development pipeline by 2023. Residents of affordable rental housing funded by OHCS will have reduced cost burden and more opportunities for prosperity and self-sufficiency.

HOMEOWNERSHIP
 Provide more low- and moderate-income Oregonians with the tools to successfully achieve and maintain homeownership, particularly in communities of color.

GOAL: OHCS will assist at least 6,500 households in becoming successful homeowners through mortgage lending products while sustaining efforts to help existing homeowners retain their homes. OHCS will double the number of homeowners of color in our homeownership programs as part of a concerted effort to bridge the homeownership gap for communities of color while building pathways to prosperity.

RURAL COMMUNITIES
 Change the way OHCS does business in small towns and rural communities to be responsive to the unique housing and service needs and unlock the opportunities for housing development.

GOAL: OHCS will collaborate with small towns and rural communities to increase the overall supply of housing, including increasing OHCS-funded housing in rural areas by 75 percent. As a result of tailored services, partnerships among housing and service provider, private industry and local government will flourish, leading to improved capacity and leveraging of resources.

MISSION
 We provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for Oregonians.

VISION
 All Oregonians have the opportunity to pursue prosperity and live free from poverty.

VALUES
 Collaboration, Compassion, Dedication, Equity, Integrity and Leadership

