

Affirmative Action Report

This report summarizes the progress the Department of Human Services (DHS) and the Oregon Health Authority (OHA) have made in accomplishing its Affirmative Action goals for the 2011-2013 biennium, and identifies the department(s) goals for 2013-2015. DHS and OHA will submit separate Affirmative Action Plans for the 2013-2015 biennium.

ACCOMPLISHMENTS: 2011- 2013

DHS and OHA continue to work to create a diverse, inclusive and multicultural organization, and 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 diversity and create welcoming environments for our diverse client base and staff. The DHS/OHA Affirmative Action Plan is a key component of the departments' ongoing diversity development efforts. These serve to enhance the diversity of our workforce, provide equal employment opportunity, provide guidelines for organizational change, increase participation by diverse constituencies in agency operations, and guide leadership and management by eliminating institutionalized and individual discrimination in the workplace. Our diverse and culturally competent workforce assists the departments to better understand and respond to clients/customers needs.

Progress toward established Affirmative Action goals and Program Development

The following is updated information highlighting significant strategies and progressive steps that are being taken to achieve our 2011-2013 goals:

1. Meet and exceed parity in all EEO job categories and subcategories.

- Increased total department-wide representation of people of color (POC) by 326 employees since July 1, 2010.
- OHA and DHS led the state in employment of women in all EEO job categories.
- Recruited applicants of color by posting job announcements through culturally specific newspaper publications, civic organizations and listserv.
- DHS and OHA position recruitments are sent to the Governor's Affirmative Action Office for distribution through the Diversity listserv.
- DHS and OHA work with Office of Human Resources Shared Service Recruitment unit to ensure each position at salary range 24 and above is considered for additional strategic recruitment activities over and above the standard advertisement processes.
- Participated in "Say Hey" quarterly gatherings hosted by Partners in Diversity for professionals of color.
- Participated in several job fairs throughout the state which focused on applicants from communities of color, as well as Veterans.
- District staff participated in statewide "Interview Panel" training/orientation which incorporates considerations of culture to include beliefs and practices.
- Continued to strive towards ensuring applicant pools are diverse across education, age, background, ethnicity, experience, etc.

- After an internal review, DHS/OHA began the process of updating the agencies' ADA reasonable accommodations procedure, tracking and best practices regarding reasonable accommodations.

2. Increase DHS/OHA focus on retention.

- Utilized Leadership Academy as an opportunity to promote professional development and promotional advancement for staff of color, women and staff with disabilities.
- Continued to assess the agencies' hiring and retention practices for people of color at Salary Range 21 and above and for people with disabilities at all salary levels.
- The DHS Office of Equity and Multicultural Services (OEMS) and the OHA Office of Equity and Inclusion (OEI) are in the process of finalizing a proposal for the development of Employee Resource Groups.
- DHS and OHA have intranet sites that provide resources to support employees and encourage self-care.
- DHS/OHA provides trainings for staff that outline the importance of a supportive workplace.
- DHS and OHA provide awareness activities to address workplace environment issues using cultural competency training, policy training on the discrimination and harassment free workplace and maintaining a professional workplace.
- Diversity and inclusion staff and representatives for DHS/OHA began to develop and implement ongoing diversity training (in addition to the mandatory cultural competency training). The intent of such trainings is to promote deeper understanding and respect for differences among diverse populations and awareness of individual personal biases and assumptions.

- Created workplace wellness policies that support working mothers (breastfeeding), and people with chronic conditions (physical activity, ergonomics and healthy eating).
- DHS/OHA regularly conducted webinars on health equity and cultural competency. These webinars are promoted and made available to all staff and community partners.
- OHA and DHS revised and implemented a new procedure to investigate, address and track discrimination, harassment and retaliation in the workplace and to address potential systemic issues.

3. Increase DHS/OHA focus on equity, diversity and cultural competency.

- Both DHS and OHA are focused on equity and inclusion in the service to the people of Oregon and are committed to supporting and developing community partnerships to close existing disparities that exist. Each agency has identified specific outcome and process measures.
- DHS added a core value regarding Service Equity with enterprise-wide outcomes and measures related to service equity, employee engagement, customer satisfaction and workforce diversity.
- OHA added a core value regarding Health Equity and has integrated diversity and inclusion and health equity strategies, outcomes and metrics into its enterprise-wide management system.
- OHA and DHS are committed to providing linguistically appropriate services to its customers. To ensure quality and proficiency of its "bilingual staff", OEI and OEMS have developed Bilingual Proficiency Standards policy (still in draft) to establish a standard baseline and assure the language proficiency of its employees.

- DHS developed local diversity strategic plans that include initiatives and strategies to support diversification of our work force and culturally appropriate delivery of services. These plans also support the Agency's 2012 Diversity Strategic Plan. OHA is currently in the process of developing their Diversity Leadership Committee to address similar initiatives.
- Agency diversity and inclusion staff assist programs in reviewing policies and procedures to ensure that elements of cultural competency and cultural appropriateness are embedded throughout such policies.
- DHS and OHA ensured legislative concepts and budget proposals include consideration of cultural competency and cultural appropriateness.
- OHA is working to integrate the principles and practice of equity and inclusion into Health Systems Transformation.
- OEMS, OEI and the Director's Offices have acknowledged through email and website the celebration of cultural events within the state.
- DHS/OHA continues to host community forums within communities of color to increase awareness, solicit input and educate to assess and receive feedback regarding the needs of these communities.
- Some DHS program districts have hosted local diversity conferences. OHA posts information regarding the Health Equity Coalition.
- DHS and OHA diversity and inclusion staff developed culturally competent interview panel training for employees. The training is available for employees through the Learning Center.
- DHS and OHA are working collaboratively across divisions and programs to develop the second State of Equity Report. The purpose of the report is to describe health and social indicators by race and ethnicity in

Oregon overall, and by county or region, as feasible. Potential indicators will include measures of health and human services, health-related behaviors and outcomes, and social factors.

- Maintained administration and management communication of cultural competency efforts and expectations through articles in the DHS/OHA Directors' weekly messages or through the OEI/OEMS Administrator messages.
- Office of Equity and Inclusion produces a newsletter to include a statewide diversity calendar that is made available to all through an extensive listserv and various other networks. The calendar is posted on the OEI web page and is cross-linked with the OEMS website.
- DHS has created "P.A.U.S.E.", a decision-making model to integrate diversity, equity, and cultural competence into all key decision-making.
- DHS and OHA assist in planning and participate in the annual state-wide Diversity Conference.
- Each DHS district is required to have a standing Diversity Committee to address both local and agency-wide diversity and inclusion issues.

4. Increase evaluation, communication and collaboration to achieve Affirmative Action Goals.

- Conducted a statewide training on diversity and its effect on hiring panels to ensure an emphasis on diversification of our work force. Managers were expected to apply what was learned to subsequent hiring practices.
- Department executives reviewed the Affirmative Action reports provided on a quarterly basis.

- OHA has implemented the use of the Intercultural Development Inventory to increase the use of assessment technique strategies and facilitate a discipline of evidence based practice and collaborative learning.
- Participated in “Say Hey” quarterly gatherings hosted by Partners in Diversity for professionals of color.
- OHA convenes a regular meeting of regional diversity and inclusion professionals to collaborate and share and draw from best practices.
- DHS and OHA staff participate in various networking events for diversity and inclusion professionals.
- OHA Cabinet and the Office of Equity and Inclusion formed a subcommittee to develop and implement a strategic diversity development leadership plan for the OHA Cabinet.
- DHS and OHA continue to participate in the Governor’s Marketplace, providing information to various vendor communities on contracting. This annual conference is targeted toward women and minority-owned businesses and provides information to the communities on how to do business with the state.
- DHS and OHA are collaborating with the Office of Contracts and Procurement to increase business opportunity for Minority, Women and Emerging Small Business.

5. Improve ability to measure and benchmark data to document progress and barriers to achieving Affirmative Action goals.

- DHS/OHA reviewed their procedures for applying Veterans’ preference to ensure appropriate considerations for eligibility are consistently being applied in the application process.
- DHS and OHA are using the Oregon E-Recruit System.

- DHS/OHA continued to collaborate with other state agencies and community based organizations around best practices to meet community needs by ensuring culturally competent services and a diverse workforce.
- DHS/OHA provided leadership in forming and supporting community group task forces, forums or committees, such as the African American Advisory Community Council, to strengthen relations with the African American community.
- Both DHS and OHA participated in the creation and review of Request for Application (RFA) for Coordinated Care Organizations (CCOs) to ensure a diversity and inclusion perspectives were incorporated into the RFA proposals.
- OEI and OEMS are addressing health and service equity for all programs and activities within OHA and DHS. The OEI and OEMS have developed policies for collecting, analyzing, and reporting meaningful race, ethnicity and language data across DHS and OHA.
- OHA participated in the Diversity Inc. Top Diversity Employers survey to benchmark its diversity and inclusion progress against industry standards. This will further inform planning and activities for the 2013-2015 biennium.

STATISTICAL SUMMARY

In DHS/OHA as of June 30, 2012;

- There were 10,629 State government employees * – 6814 in DHS and 3815 in OHA.
- Women represent 73 percent of all employees, 77% among DHS employees and 65% among OHA.
 - Women represent 70 percent of all employees at salary range 24 and above, 74% among DHS employees and 63% among OHA.

- People of color represent 20 percent of all employees, 21% among DHS employees and 17% among OHA.
 - People of color represent 14 percent of all DHS employees at salary range 24 and above, 16% among DHS employees and 12% among OHA.
- People with disabilities represent 3.8 percent of all DHS employees, 4.5% among he DHS employees and 2.6% among the OHA employees. The numbers represent only those employees who voluntarily disclose disability status.
 - People with disabilities represent 3.0 percent of all DHS employees at salary range 24 and above, 3.5% among DHS employees and 2.2% among OHA employees.

*The statistics for all of State government includes DHS/OHA.

TRENDS SUMMARY

The Departments have experienced an increase in the workforce representation of women and people of color. We experienced a decline in the number of people with disabilities in DHS/OHA during this report period. Statistical data for people with disabilities are dependent on voluntary, self-identification. DHS/OHA conduct regularly scheduled surveys to offer employees an opportunity to self identify.

2011-2013 Affirmative Action Plan Progress Report

The Governor's Affirmative Action Office establishes parity goals for each agency.

In most EEO job categories the DHS has achieved or exceeded the parity goals established by the Governor's Affirmative Action Office for women and minorities. Of note, there is minor underutilization in Professionals for

People of Color and Service Maintenance for Women. The data also indicates that additional efforts will be needed for people with disabilities for many of EEO job categories.

OHA has also achieved or exceeded parity for women. People of Color are below parity in Officials and Administrators and Professionals. OHA continues efforts to recruit and retain people of color in these areas. Like DHS, OHA will be focusing additional efforts to attract and retain people with disabilities into many job categories.

Corrective Action (2011-2013 and six-year plans)

Although the Department of Human Services and the Oregon Health Authority have been successful in meeting their over-all goals, analysis of the disaggregated figures provide further opportunity for the two agencies to improve the performance of its various divisions and major programs.

The following information identifies areas where DHS/OHA is under parity in EEO job categories (A through H) as of June 30, 2012, and reflects our determination to increase the diversity of our workforce through the use of affirmative action initiatives:

A. Officials and Administrators (SR 24-44):

Women: 0 under parity in this category

People of Color: 16 FTE under parity in this category, 0 in DHS and 16 in OHA.

People with Disabilities: 20 FTE under parity in this category, 14 in DHS and 6 in OHA

B. Professionals (SR 21-33):

Women: 0 under parity in this category

People of Color: 16 under parity in this category, 5 in DHS and 11 in OHA

People with Disabilities: 128 FTE under parity in this category, 58 in DHS and 70 in OHA.

C. Technicians (SR 12-26):

Women: 1 FTE under parity in this category, 1 in DHS and 0 in OHA

People of Color: 0 FTE under parity in this category

People with Disabilities: 5 under parity in this category, 1 in DHS and 4 in OHA.

D. Protective Service Workers:

There are no DHS employees in this EEO job category.

E. Paraprofessionals (SR 14-21):

Women: 4 FTE under parity in this category, 0 in DHS and 4 in OHA

People of Color: 1 FTE under parity in this category, 0 in DHS and 1 in OHA

People with Disabilities: 84 FTE under parity in this category, 42 in DHS and 42 in OHA.

F. Administrative Support (SR 07-23):

Women: 0 FTE under parity in this category

People of Color: 1 FTE under parity in this category, 1 in DHS and 0 in OHA

People with Disabilities: 3 FTE under parity in this category, 3 in DHS and 0 in OHA

G. Skilled Craft (SR 12-26):

Women: 3 FTE under parity in this category, 0 in DHS and 3 in OHA.

People of Color: 1 under parity in this category, 0 in DHS and 1 in OHA.

People with Disabilities: 1 FTE under parity in this category, 0 in DHS and 1 in OHA

H. Service Maintenance Workers (SR 09-20):

Women: 5 under parity in this category, 5 in DHS and 0 in OHA

People of Color: 0 under parity in this category

People with Disabilities: 11 FTE under parity in this category, 0 in DHS and 11 in OHA.

DHS/OHA EEO-4 Job Group Utilization Summary Chart

As of 6/30/2012

| EEO-4 Category | Women (Under parity?) | | People of Color (Under parity?) | | People with Disabilities (Under parity?) | |
|---|--------------------------|------------------|------------------------------------|-------------------|---|-------------------|
| | DHS | OHA | DHS | OHA | DHS | OHA |
| A. Officials and Administrators (SR 24-44) | No | No | No | YES 16 | YES 14 | YES 6 |
| B. Professionals (SR 21-33) | No | No | YES 5 | YES 11 | YES 58 | YES 70 |
| C. Technicians (SR 12-26) | YES 1 | No | No | No | YES 1 | YES 4 |
| D. Protective Service Workers | NA | NA | NA | NA | NA | NA |
| E. Paraprofessionals (SR 14-21) | No | YES 4 | No | YES 1 | YES 42 | YES 42 |
| F. Administrative Support (SR 07-23) | No | No | YES 1 | No | YES 3 | No |
| G. Skilled Craft (SR 12-26) | No | YES 3 | No | YES 1 | No | No |
| H. Service Maintenance Workers (SR 09-20) | YES 5 | No | No | No | No | YES 11 |

**This summary is based on DHS/OHA EEO Report from DAS. "YES" indicates a possible disparity. Larger numbers indicates a greater gap in reaching parity as set by DAS. Note that neither DHS nor OHA employs Protective Service Workers.*

Overall, the Department of Human Services emphasis will be to:(1) maintain our workforce diversity and affirmative action gains, (2) provide for upward mobility and increased representation at higher job levels for women, people of color and people with disabilities, (3) achieve parity representation for the classifications where we are under-represented, and (4) ensure our diverse client population is fully served.

In addition to the aforementioned, the Oregon Health Authority's Cabinet, in partnership with the Office of Equity and Inclusion, is implementing programs and systems that will: (1) provide professional development in the areas of health equity, diversity and inclusion, (2) focus resources toward the recruitment and retention of a diverse and inclusive workforce, and (3) address systemic issues that present barriers to the development of a diverse and inclusive workforce.

Focused initiatives will continue to be emphasized to:

Hold management accountable to set and work diligently to achieve workforce representation and diversity goals specific to their area of responsibility.

Develop a pipeline of qualified employees from underrepresented groups to apply for professional and managerial roles. Leadership development and mentoring opportunities should be increased and targeted.

Provide managerial and non-management staff with training and development opportunities to support career development, organizational growth and effective and inclusive client services. A department-wide cultural competency training initiative started in August 2007 and will provide training to all employees over the next six years.

Continue to support statewide affirmative action efforts, which include encouraging DHS/OHA staff to promote/transfer to other state agencies, i.e. recognize that DHS and OHA are/can be more of a resource for diversity across the state workforce.

Continue to increase the number of qualified women, people of color and people with disabilities on our applicant lists for job openings by working with the OHR Recruitment Unit to maximize the E-Recruit system as a tool for monitoring and ensuring equal employment opportunity by identifying adverse impact or unnecessary barriers to entry.

Continue making proactive use of existing targeted recruitment programs particularly those designed to assist individuals with disabilities.

Expand partnerships with local, state and regional community based organizations, particularly those with ties to people with disabilities.

Improve communication of our commitment to affirmative action and equal employment opportunity through continual program, policy and practice review and the dissemination of this information both internally and externally throughout the department.

Continue to act upon recommendations made as a result of a comprehensive review of DHS/OHA employment practices (recruitment, hiring, retention and promotion) of people of color and people with disabilities, conducted by contractors approved by the Governor's Affirmative Action Office in 2010.

Maintain or develop a strong Diversity Council/Diversity Leadership Committee and local diversity committee structure throughout DHS and OHA.

AFFIRMATIVE ACTION GOALS FOR 2013-2015

The following goals which were identified by an affirmative action planning group from - DHS/OHA for 2011-2013 have been reaffirmed as a focus for the 2013-2015 biennium. Each of the two agencies; however, will submit separate Affirmative Action Plans for 2013-2015.

1. Meet and exceed parity in all EEO job categories and subcategories.
2. Increase recruitment and retention of work force that is representative of the changing demographics of Oregon. This includes veterans and people with disabilities.
3. Increase DHS/OHA implementation and practice of equity, diversity and cultural competency in services and the work place.
4. Increase ability to measure, evaluate and set benchmarks of data, documenting barriers to achieving progress on the affirmative action goals.
5. Maintain and improve communication and collaboration to achieve affirmative action goals.