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 2009-2011 biennium, and identifies the department(s) goals for 2011-2013. DHS and OHA will share Affirmative Action goals for the 2011-2013 biennium.

ACCOMPLISHMENTS: 2009- 2011

Both Departments continue to move beyond mere compliance to viewing civil rights legislation and affirmative action programs as a set of tools, which provide a foundation for organization development. The on-going and continuously improving DHS/OHA diversity development program is the base upon which DHS/OHA builds our affirmative action activities. 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 DHS management by eliminating institutionalized and individual illegal discrimination in the workplace. Our diverse culturally competent workforce assist the departments to better understand and respond to clients/customers needs.

Results: DHS/OHA continues to be a leader among Oregon state government agencies in our workforce representation of women, people of color, people with disabilities and bilingual employees to assure a more culturally competent service delivery system. We acknowledge our achievements and are committed to continued improvement and leadership.

Progress toward established Affirmative Action goals and Program Development

All areas of the Department have engaged in numerous, varied initiatives in support of its Affirmative Action goals during the 2009-2011 biennium. The following is updated information highlighting significant strategies and progressive steps that are being taken to achieve our goals:

A. Improving our efforts to increase the number of women, people of color, people with disabilities and bilingual staff in our applicant pool.

The Departments have created partnerships with community organizations and other state agencies throughout the state that can assist to increase access to protected class populations. The Departments encourage employee participation in a number of organizations, and promote attendance at significant conferences regarding protected class populations.

DHS/OHA has established several advisory groups representing the issues of protected class populations at both the state and local level. The Departments have increased participation in job fairs, internships, scholarship awards, recruitment workshops and has provided leadership in improving programs designed to increase representation among protected class populations.

The Office of Human Resources Recruitment & Retention Unit has developed and is implementing a strategic approach to increase the pool of bilingual applicants to meet the need of Oregon's changing demographics. Currently over 9% of the DHS/OH workforce receive bilingual differential. This involves an increased focus on future short-term and long-term recruitment strategies that develop and use an active network of resources. The network consists of state and local community groups, and higher-education placement services. During the 2009-2011 biennium, DHS has maintained our partnership with the Employment Department to coordinate "Meet the Employer" events.

B. Increasing our hiring, retention and utilization of protected class employees by addressing work environment issues through training and organization development efforts.

DHS/OHA continue to focus recruitment and retention efforts on the following strategies:

Working with the DHS Diversity Development Coordinating Council on a series of Initiatives to enhance the cultural competency of staff and to provide a more welcoming environment for a diverse client base. The 2010-2011 Diversity Strategic Plan was approved by Cabinet and is currently being implemented by management department-wide.

Working to provide an environment in which staff will appreciate and validate differences in themselves and others. This is being accomplished through developing employee surveys and other tools for improving the DHS office environment and service delivery system for staff and clients.

Providing opportunities for its employees to receive information, mandatory diversity training, and work experiences that increase their ability to work effectively with people of diverse cultural and ethnic backgrounds. The DHS/OHA cultural competency training is mandatory for all new staff and is offered on an ongoing basis.

Providing support to DHS management staff as it addresses the supervisory, quality improvement, productivity, teamwork, employee career development planning, performance evaluation and workplace environment issues associated with staff diversity.

Providing developmental job assignments and valuing promotions from within to support careers for our diverse workforce. The department is actively developing mentoring opportunities with emphasis on promotion of people of color and people with disabilities as a strategy in our Diversity Plan 2010-2011.

C. Increase focus on diversity

In July 2009, the department diversity and affirmative action programs were moved from the Office of Human Resources to the newly reorganized Office of Multicultural Health and Services. Both program staff report to the Diversity Unit Manager who reports to the OMHS Administrator. The DHS diversity coordinator is charged with increasing the Department's focus on diversity development and implementation of the department diversity strategic plan, with its goal of enhancing cultural competencies within DHS.

The Department has established a Diversity Development Coordinating Council (DDCC) to ensure that DHS builds an organizational culture and workforce that is culturally competent and inclusive.

The Council is multi-functional and works closely with the diversity coordinator to:

- Lead, develop and otherwise support DHS/OHA's diversity development strategies that promote inclusive, respectful, diverse, and culturally competent employment, and services to consumers and communities.
- Develop and monitor disparity and diversity performance measures.
- Monitor DHS/OHA services for consumers and communities in terms of disparity, respect, accessibility, and diversity.
- Coordinate diversity development initiatives and groups across the two agencies.
- Represent DHS/OHA in all diversity development initiatives.

The Council includes DHS/OHA employees from all levels of the organization and representatives from our employee groups that serve as resources on diversity issues. The Council also invites participation from state and local community partners.

DHS/OHA support the formation of a network of diversity committees throughout the department in order to continue diversity and cultural competency at the local level and to actively share best practices. The chairs of the local diversity committees meet semi-annually to share best practices and communicate local committee needs to the DHS Diversity Council.

D. Expanding the scope of Diversity Development Activities

The Department has initiated many diversity development activities to increase awareness and cultural competency among administrators, managers, and line staff. As part of this effort DHS/OHA has:

In Spring 2010 DHS/OHA revised and updated our department-wide diversity development strategic Plan.

The outcome of the plan is to provide:

1. A more diverse workforce
2. Culturally competent effective accessible services
3. Infrastructure supporting performance accountability

The department will meet these outcomes through the following strategies:

1. Enhance diversity through recruitment and selection
2. Retain a culturally and linguistically competent workforce
3. Reduce employment barriers for people with disabilities
4. Provide services that are more culturally competent
5. Create an infrastructure for performance accountability

DHS is developing diversity training and partnering with other state agencies such as ODOT and the Governor's Affirmative Action Office to share resources and develop a consistent approach to diversity development or programs.

Co-Sponsorship with ODOT and the Employment Department, of our annual Diversity Conference in September 2009 focused on client and workplace diversity issues. Plans are underway to expand our partnership with six other state agencies for a conference in September 2010.

E. Strengthening communication

The Department has increased its commitment to communicate the importance of diversity development within the Department and in external communications, through:

- Increasing the number of articles in agency newsletters and other publications reflecting the diversity of our workforce and the clients we serve;

- Sponsoring and developing diversity events to increase awareness and appreciation of the cultural diversity in Oregon in DHS offices and service delivery areas across the state;
- Using our "Director's Weekly Message" (which is sent to all employees and thousands of community partners) to communicate a commitment to diversity issues;
- Office of Multicultural Health and Services (OMHS) publishes a weekly newsletter sent statewide to a diverse network of community partners;
- OMHS also publishes the monthly state-wide Diversity Events Calendar and sends to a listserv of over 850 state and local government agency and community partners.
- Adding Increased communication resources available on the DHS Diversity website; http://www.dhs.state.or.us/aboutdhs/diversity/ to our DHS Diversity Strategic Plan.
- Placing disability accommodation statements on DHS/OHA documents.

STATISTICAL SUMMARY

In DHS as of June 30, 2010;

- Women represent 69.5 percent of all employees at salary range 24 and above. This compares to 46.3 percent for the rest of state government.
  Women represent 73.8 percent of all DHS employees.

- People of color represent 13.5 percent of all DHS employees at salary range 24 and above, compared to 10.4 percent for the rest of state government.
  People of color represent 19 percent of all DHS employees. This compares to 13.6 percent for the rest of state government.

- People with disabilities represent 3.3 percent of all DHS employees at salary range 24 and above, compared to 2.4 percent of the rest of state government.
  People with disabilities represent 4.5 percent of all DHS employees, compared to 3.1 percent of the rest of state government. (The DHS count includes only those employees who voluntarily disclose disability status).

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

TRENDS SUMMARY

The Department has 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.

2007-2009 Affirmative Action Plan Progress Report

The Governor's Affirmative Action Office establishes parity goals for DHS. In most EEO job categories the Department has achieved or exceeded the parity goals established by the Governor's Affirmative Action Office.

Corrective Action (2009-2011 and six-year plans)

Although the Department of Human Services has been successful in meeting its over-all goals, analysis of the de-aggregated figures provide further opportunity for the Department to improve the performance of its various divisions and major programs.

The following information identifies areas where DHS is under parity in EEO job categories (A through H) as of March 31, 2010, 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: 9 FTE under parity in this category

People with Disabilities: 21 FTE under parity in this category

B. Professionals (SR 21-33):

Women: 0 under parity in this category

People of Color: 0 under parity in this category

People with Disabilities: 69 FTE under parity in this category

C. Technicians (SR 12-26):

Women: 0 under parity in this category

People of Color: 0 FTE under parity in this category

People with Disabilities: 3 under parity in this category

D. Protective Service Workers: (There are no DHS employees in this EEO job category.)

E. Paraprofessionals (SR 14-21):

Women: 0 under parity in this category

People of Color: 0 under parity in this category

People with Disabilities: 40 FTE under parity in this category

F. Administrative Support (SR 07-23):

Women: 0 under parity in this category

People of Color: 0 under parity in this category

People with Disabilities: 0 under parity in this category

G. Skilled Craft (SR 12-26):

Women: 3 FTE under parity in this category

People of Color: 1 under parity in this category

People with Disabilities: 1 FTE under parity in this category

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

Women: 0 under parity in this category

People of Color: 0 under parity in this category

People with Disabilities: 7 FTE under parity in this category

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.

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.

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 staff to promote/transfer to other state agencies, i.e. recognize that DHS is/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 new E-Recruit system as a tool for taking affirmative action.

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.

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.

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 a strong Diversity Council and diversity committee structure throughout Department.

AFFIRMATIVE ACTION GOALS FOR 2011-2013

The following goals have been identified by an affirmative action planning group from each DHS/OHA division for the 2011-2013 biennium.

1. Meet and exceed parity in all EEO job categories and subcategories.
2. Increase DHS/OHA focus on retention.
3. Increase DHS/OHA focus on equity, diversity and cultural competency.
4. Increase evaluation, communication and collaboration to achieve Affirmative Action goals.
5. Improve ability to measure and benchmark data to document progress and barriers to achieving Affirmative Action goals.