

Oregon Health Authority

AFFIRMATIVE ACTION PLAN

July 1, 2015, to June 30, 2017
State of Oregon



Suzanne Hoffman
Interim Director, OHA

Table of contents

AGENCY DESCRIPTION

Overview of the Oregon Health Authority (OHA).....	5
OHA vision, mission, goals, values.....	5
Affirmative Action Plan — key contact information	7
Organizational chart.....	9

AFFIRMATIVE ACTION PLAN

OHA affirmative action policy statement.....	10
Director’s letter.....	11
Diversity and inclusion statement.....	13
Training, Education and Developmental Plan	13
Employees	13
Volunteers.....	15
Contractors and vendors	16
Programs.....	17
Internship and mentorship program.....	17
Community outreach	17
Career fairs	17
Community events	18
Trade-specific events.....	27
Diversity awareness programs	28
Employee Resource Groups (ERGs)	28
Diversity presentation and/or activities.....	31
Leadership development/training programs	32
EEO data.....	32
Leadership program participation, 2012-2014	33
Update: Executive Order 08-18	34
Cultural Competency Assessment and Implementation Services.....	34
Statewide Exit Interview Survey.....	34
Performance evaluations of all management personnel.....	35
Status of contracts to minority businesses	35
OHA contracts.....	35

ROLES for IMPLEMENTATION of AFFIRMATIVE ACTION PLAN

Responsibilities of the OHA director.....	36
Responsibilities of OHA managers and supervisors.....	37
Responsibilities of the affirmative action representative.....	38

JULY 1, 2012–JUNE 30, 2014

Accomplishments	38
Progress made or lost since previous biennium.....	41

JULY 1, 2015–JUNE 30, 2017

Overview

Goals.....	44
Strategies and timelines	44
Areas of consideration for progress	50

APPENDICES

Appendix A — Agency’s policies

ADA Reasonable Accommodation Policy.....	51
Discrimination and Harassment Policy.....	51
Maintaining a Professional Workplace.....	51
Veteran’s Preference in Employment.....	51
Amending Executive Order 05-01 Relating to Affirmative Action	51
Other agency documentation in support of the Affirmative Action Plan	52
OHA Diversity Recruitment Policy	52
ERG Policy and Procedures	54
Supplier Diversity Policy	70
OHA Fundamentals Map	76
National Standards on Culturally and Linguistically Appropriate Services.....	78
Diversity and Inclusion Leadership lens	79
Discrimination and Harassment Complaint Procedure.....	80
Introduction to Workforce Parity	87
DiversityInc. Report Card	111

Appendix B — Summaries of federal and state laws	123
Age Discrimination in Employment Act of 1967	
Disability Discrimination Act Title I of the Americans with Disabilities Act of 1990	
Equal Pay and Compensation Discrimination Equal Pay Act of 1963	
Title VII of the Civil Rights Act of 1964	
Equal Pay Discrimination	
Sexual Harassment Discrimination	
National Origin Discrimination	
Pregnancy Discrimination	
Race/Color Discrimination	
Religion Discrimination	
Retaliation Discrimination	
Sex-based Discrimination	
Title II of Nondiscrimination Act of 2008	
Genetic Information Discrimination	
 Appendix C — Definitions of EEO-4 job categories	 124
EEO job group definitions	124
EEO job group codes with DHS/OHA classification groups	126

AGENCY DESCRIPTION

Overview of the Oregon Health Authority (OHA)

The Oregon Health Authority is at the forefront of lowering and containing costs, improving quality and increasing access to health care in order to improve the lifelong health of Oregonians. The agency includes most of the state's health care programs, including addictions and mental health services, public health, health licensing, medical assistance programs like the Oregon Health Plan and employee benefits. The nine-member [Oregon Health Policy Board](#) oversees the Oregon Health Authority.

With the passage of Health System Transformation legislation in 2011 and 2012, Oregon has committed to meet key quality measurements for improved health for Oregon Health Plan (Medicaid) clients while reducing the growth in health spending by two percentage points per member over the next two years. This would achieve some \$11 billion in total state and federal savings over the next 10 years. To meet this goal, the Oregon Health Authority in 2012 implemented coordinated care organizations — locally governed health plans that include all types of health care providers who have agreed to work together in their communities to provide better care at lower costs for children and adults served by the Oregon Health Plan.

OHA vision, mission, goals, values

The agency's mission statement sets out the purpose and guides the activities of the large, complex organization of Oregon's health and health care programs. The OHA vision, mission, goals and values are supported by a recently established OHA fundamentals map (see Appendix A) with process and outcome measures and associated measure calculations or metrics. The Organizational Management System was established through an agency-wide collaborative process. It provides focus and direction to the agency's work and communicates the results we strive to deliver to our clients, employees, partners and providers.

The agency's vision, mission, goals and values are:

Vision

- A healthy Oregon.

Mission

- Helping people and communities achieve optimum physical, mental and social well-being through partnerships, prevention and access to quality, affordable health care.

Goals

- Improve the lifelong health of all Oregonians.
- Increase the quality, reliability and availability of care for all Oregonians.
- Lower or contain the cost of care so it is affordable to everyone.

Values

- Health equity
- Innovation
- Integrity
- Leadership
- Partnership
- Service excellence

Affirmative Action Plan – key contact information

Oregon Health Authority (OHA)
Interim Director
Suzanne Hoffmann, M.P.H.
500 Summer St., N.E.
Salem, OR 97301
503-947-2340

OHA Chief Operating Officer
500 Summer St., N.E.
Salem, OR 97301
503-881-6897

OHA Chief of Policy and Implementation
500 Summer St., N.E.
Salem, OR 97301
503-947-2342

Governor's Office Health Policy Advisor
900 Court St., N.E.
Salem, OR 97301
503-378-5726

Governor's Office of Human Services
Policy Advisor
900 Court St., N.E.
Salem, OR 97301
503-378-5540

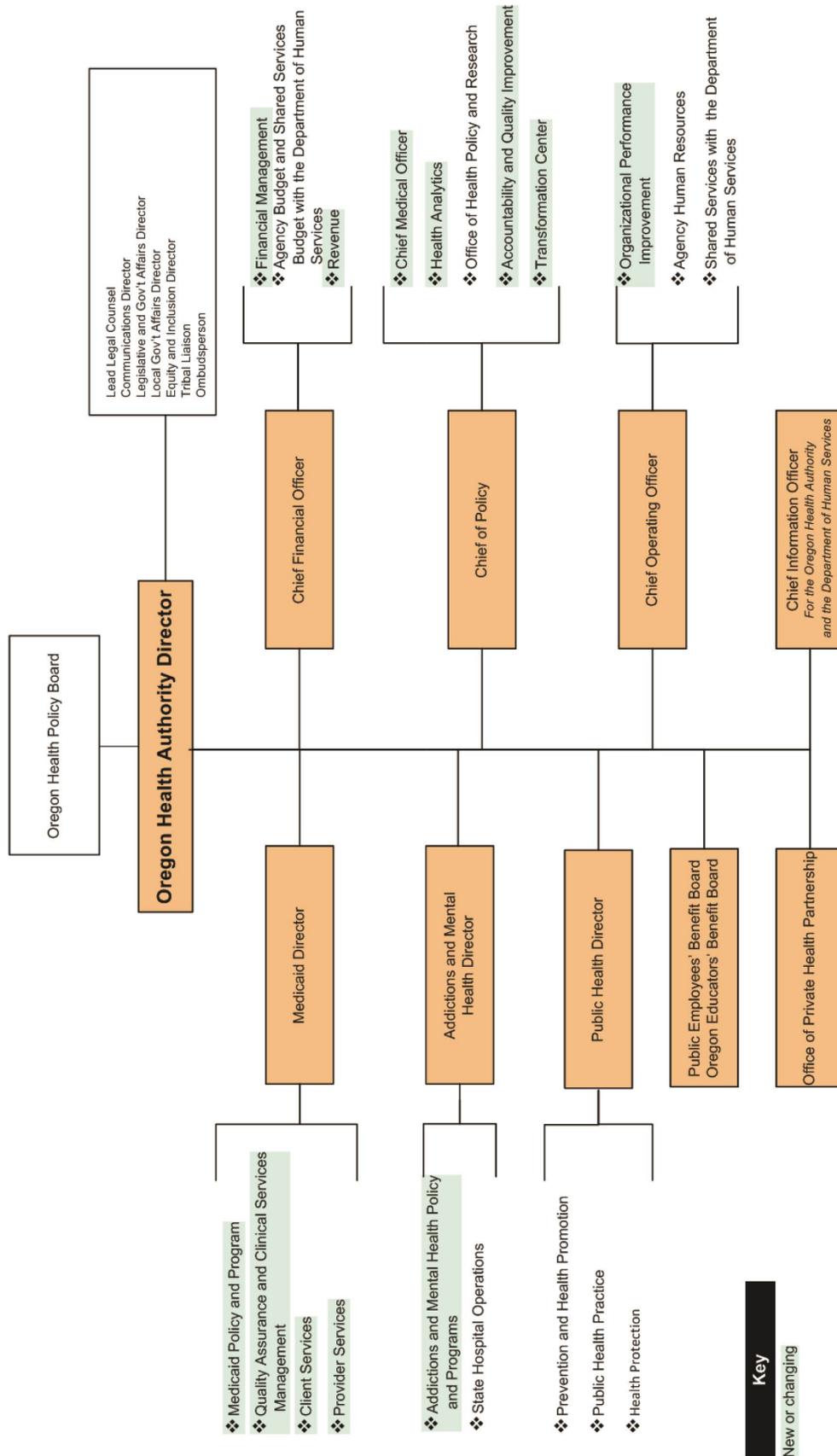
OHA Office of Equity and Inclusion
Administrator
Latricia Tillman, M.P.H.
421 S.W. Oak St., Suite 750
Portland, OR 97204
971-673-1285

OHA Office of Equity and Inclusion
Diversity, Inclusion and Civil Rights Executive Manager
Leann R. Johnson, M.S.
421 S.W. Oak St., Suite 750
Portland, OR 97204
971-673-1284

OHA Office of Equity and Inclusion
Diversity and Inclusion Coordinator
Helen Hoang, M.P.A. /H.A., M.S.W.
421 S.W. Oak St., Suite 750
Portland, OR 97204
971-673-1288

Organizational chart

Note: This chart is being revised and will include the Oregon Health Licensing Office when finalized.



AFFIRMATIVE ACTION PLAN

OHA affirmative action policy statement

The Office of Human Resources and OHA management are responsible for ensuring the following affirmative action policy is appropriately posted in employee areas in each OHA office. The policy is also posted on the OHA Office of Equity and Inclusion (OEI) webpage. The Office of Equity and Inclusion monitors, reports and investigates charges of discrimination and reports trends to OHA directors on a semi-annual basis or as necessary.



OFFICE OF THE DIRECTOR

John A. Kitzhaber, MD, Governor

Oregon
Health
Authority

500 Summer St NE E20

Salem OR 97301

Voice: 503-947-2340

Fax: 503-947-2341

www.Oregon.Gov/OHA

www.health.oregon.gov

DATE: December 5, 2014

TO: All Employees

FROM: Suzanne, Hoffman, MPH, Interim Director

SUBJECT: Equal Employment Opportunity/Affirmative Action

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

Our Affirmative Action Plan is the blueprint we will use to help us get there. To see the plan, go to <http://www.oregon.gov/oha/oei/Pages/AA-plan.aspx> or make a request to the OHA Diversity, Inclusion and Civil Rights Manager.

We believe that every one of us is responsible for creating and contributing to an inclusive and professional work environment that is safe for everyone. To help ensure the success of our action plan, OHA directors and cabinet will make necessary decisions, allocate resources, monitor the accomplishment of this plan on an ongoing basis, and make adjustments to the plan as necessary.

In addition, management staff has a special responsibility to ensure the work environment is free from any form of discrimination, harassment or from retaliation for filing a complaint related to workplace concerns. All management staff should also be active in the support of recruitment and career development programs that ensure equitable representation of minorities, women and people with disabilities in all job classifications. Management will be responsible for ensuring meaningful progress toward achieving affirmative action goals, including but not limited to incorporating diversity development and cultural competency into staff and management performance evaluations.

We are very proud of the work we have done so far but we also have more work to do. To support our effort, the OHA Office of Equity and Inclusion (OEI) oversees the internal processes and procedures related to complaints, issues or questions regarding discrimination, harassment and retaliation. Anyone who believes that discrimination, harassment or retaliation has occurred on the basis of an individual's protected class status may file a complaint in accordance with the Department of Administrative Services (DAS) statewide Discrimination and Harassment Free Workplace policy 50.010.01 by contacting:

Leann Johnson

Diversity, Inclusion and Civil Rights Manager
Oregon Health Authority
Office of Equity and Inclusion
421 SW Oak, Suite 750
Portland, OR. 97204
971-673-1284
leann.r.johnson@state.or.us

Oregon Bureau of Labor and Industries

800 Oregon St. Suite 1045
Portland, OR 97232
971-673-0761

Diversity and inclusion statement

OHA is committed to developing and promoting culturally and linguistically appropriate programs and a diverse and inclusive work force representing the diversity, cultures, strengths and values of all Oregonians. Cultural proficiency is defined in OHA as one's ability to successfully navigate cultural differences. Per the OHA Organizational Management System, the National Standards on Culturally and Linguistically Appropriate Services (see Appendix A) are applied to define and measure OHA's progress.

Training, Education and Developmental Plan

Employees

An ongoing OHA core process, per the OHA Organizational Management System, is to integrate cultural competency, diversity and inclusion principles and practice into our programs and employee development opportunities.

The following is a list of department diversity or cultural competency-related training opportunities that OHA employees participated in between July 1, 2012, and June 31, 2014, and are available to employees as noted.

OHA course participation July 1, 2012–June 30, 2014

Course name	User count
Cultural Competency and Diversity at DHS and OHA: Valuing, Embracing and Implementing [required training]	790
OSH 2012 Annual Mandatory Education Day (Infection Control/Fire Safety/Preventing Patient Abuse/Cultural Diversity/Boundaries & Communications Review) — OSH STAFF ONLY	359
Ask Diversity: An Introduction to P.A.U.S.E.	28
2012 Diversity Conference	84
2013 Diversity Conference	87
OSH 2014 New Employee Orientation — Foundational Knowledge — OSH STAFF ONLY	149
Cultivating a Diverse Workforce (required for OHA managers)	68
Online: Q-462 (ICS-100), Introduction to ICS for Operational First Responders	3
Online: Q-463 (ICS 200), Basic ICS for Operational First Responders	6
Online: Effective Communication for Environmental Public Health	9
PHEP - Working with Interpreters in a Public Health Setting	3
Online: Effective Communication for Environmental Public Health, NWCPHP	5

Employee education and coaching

In 2012, OHA's Office of Equity and Inclusion rolled out Developing Equity Leadership through Training and Action (DELTA). The program cohort consisted of OHA leadership and community members working together to develop their capacity to lead in the areas of equity, diversity and inclusion. DELTA is currently completing training for its second cohort.

Employee performance evaluation process

Employee evaluations are administered on both an annual and six-month basis, depending on representation and/or classification. The Office of Human Resources sends out monthly notifications to managers two months in advance of the performance appraisal due date. Performance feedback is vital to individual and organizational development and excellence. It is a key tool for aligning the day-to-day work of managers and employees with the larger missions and goals of our programs and agencies. At OHA, we are committed to the Performance Feedback Model. Effective performance feedback is a cycle that continues throughout the year. The cycle consists of three essential elements:

- Development of individualized employee development plans (EDPs);
- Regular ongoing feedback sessions to check in on progress of the EDPs;
- Annual Performance Feedback sessions.

The employee development plan (EDP) is a key element of performance feedback. Employees and managers work together to define goals that align both with the employee's professional goals and with the mission, values and goals of the agency. This drives performance excellence, better communication between employees and managers and employee recognition. EDPs contribute to greater employee satisfaction, engagement and retention as well as agency succession planning efforts.

Once performance objectives are set and the employee development plan is developed, managers should check in regularly with employees. At that time, they should discuss the status of objectives and provide feedback based on observations of an employee's performance and the manager's support of that performance. Regular feedback sessions may occur as often as is necessary to acknowledge the employee for accomplishments and to plan together for best performance. It is equally important to provide feedback on areas of success as on those requiring improvement.

The annual performance feedback discussion is simply a continuation of the momentum established throughout the year. The key is to set an open and productive tone. It is also important to ensure that by the end of the discussion both manager and employee have reviewed points and reached an understanding on any issues that require further discussion, timelines for completion and objectives that need to be met for the next year..

Performance feedback is also a time to discuss career goals with employees, from becoming expert in their current position to considering longer-term career interests and activities that support career development. Some OHA workplaces may have different performance feedback processes and documentation requirements in place.

Once completed, annual and trial service performance feedback is sent to HR for review signatures and inclusion in the employee's official personnel record. The employee receives a copy of the employee development plan, and the manager also retains a copy.

Staff meetings

The size and geographic locations of OHA staff do not allow for all-staff department meetings. Divisions, programs, sections and units meet on a regular basis. Regular employee meetings are a core principle and tool of the agency's Transformation Initiative. Managers are expected to ensure that each employee is informed of agency communications. The OHA director communicates by email to all staff via a weekly "Director's Message." OHA Communications is responsible for keeping employees informed of new tools and resources to aid in career advancement and opportunities for education and coaching, such as the Mentoring Resource page on the OHA intranet site.

Volunteers

The Volunteer Program coordinated approximately 110 OHA volunteers and unpaid student interns who contributed 10,300 hours throughout 2012–2014. Volunteers and student interns are invited to participate in various staff development training opportunities, including all trainings on cultural competency and diversity as appropriate to their assignment. Currently, participation in existing cultural competency and diversity training is optional. The volunteer program plans to increase the use of video conferencing as a means of ensuring that volunteers have increased access to cultural competency information.

Contractors and vendors

The Office of Contracts and Procurement is a shared administrative service. DHS and OHA have an average of approximately 6,600 contracts with vendors or providers during a biennium. Current practice is to require each contract to include provisions related to compliance with civil rights laws. The Public Health Division offers trainings to educate providers on policy and procedures, service delivery, confidentiality, best practices and other topics. There are no provider or vendor meetings to discuss affirmative action. OHA contracts contain the following requirements:

In compliance with the Americans with Disabilities Act, any written material that is generated and provided by contractor under this contract to DHS/OHA clients, including Medicaid-eligible individuals, shall, at the request of such clients, be reproduced in alternate formats of communication, to include Braille, large print, audiotape, oral presentation and electronic format. DHS/OHA shall not reimburse contractor for costs incurred in complying with this provision. Contractor shall cause all subcontractors under this contract to comply with the requirements of this provision. Contractor shall comply and cause all subcontractors to comply with all federal laws, regulations and executive orders applicable to the contract or to the delivery of work. Without limiting the generality of the foregoing, contractor expressly agrees to comply and cause all subcontractors to comply with the following laws, regulations and executive orders to the extent they are applicable to the contract: Title VI and Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1973; DHS/OHA 2011–2013 Affirmative Action Plan Americans with Disabilities Act of 1990; Executive Order 11246; the Health Insurance Portability and Accountability Act of 1996; the Age Discrimination in Employment Act of 1967, as amended, and the Age Discrimination Act of 1975; the Vietnam Era Veterans' Readjustment Assistance Act of 1974; all regulations and administrative rules established pursuant to the foregoing laws; all other applicable requirements of federal civil rights and rehabilitation statutes, rules and regulations; and all federal law governing operation of community mental health programs including, without limitation, all federal laws requiring reporting of client abuse. These laws, regulations and executive orders are incorporated by reference herein to the extent that they are applicable to the contract and required by law to be so incorporated. No federal funds may be used to provide work in violation of 42 USC 14402.

Programs

Internship and mentorship program

OHA does not presently have a formal internship or mentorship program. The agency had previously actively participated in the DAS Promise Program and InternOregon. Currently, because DAS no longer has the Promise or InternOregon programs that tracked the interns we hired through those programs, we do not have a mechanism in place to track interns. Each division, program and office hires interns as wanted or needed. No central reporting structure collects information about the number, classification, diversity or other characteristics of interns at the agency.

Community outreach

The agency has created partnerships with numerous community organizations throughout the state that give OHA greater access to people targeted by our Affirmative Action Plan: women, people of color and people with disabilities. These partnerships have helped OHA obtain information from these groups about diversity/ inclusion program development; recruitment, retention and promotion of diverse and qualified candidates; health policy development; health transformation; and language access.

Career fairs

The Office of Equity and Inclusion partnered with the agency's Office of Human Resources to staff employment job fairs that specifically set out to recruit traditionally underrepresented populations, including veterans and people with disabilities. From July 1, 2012 to June 30, 2014, OHA attended approximately 12 culturally/group-specific job fairs and made direct contact with approximately 600 job seekers. To further reach diverse and qualified job seekers, OHA is a member of Partners in Diversity and attends its "Say Hey" and "Breakfast of Champion" events. In addition, OHA is present at the Portland Metro Diversity Employers Network and the Incight Live Resume to exchange information on best practices with other diversity practitioners, as well as to hear live presentations from job seekers.

In early 2014, OHA created a formal Diversity Recruitment policy, which requires that that all OHA employment recruitments need a diversity recruitment plan. The plan focuses on recruitment efforts in communities and populations that

are underrepresented based upon affirmative action and equal employment opportunity (AA/EEO) data reported semiannually by the OHA Office of Equity and Inclusion (Appendix A, OHA Diversity Recruitment Policy).

Finally, OEI distributes state agency job announcements and manages a sponsorship program that, in part, facilitates interaction between OHA as an employer and diverse populations.

Community events

The Office of Equity and Inclusion (OEI) has developed an extensive network of community groups serving people of color and people with disabilities. Activities have included the development of regional health equity coalitions throughout the state and the facilitation of policy forums to better understand barriers to health and to support policy that removes or mitigates these barriers.

OEI oversees a sponsorship program designed to support activities that strengthen relationships between community-based organizations, state programs and policy leaders by establishing an Oregon Health Authority presence at educational forums, fundraisers, conferences and other outreach events. Priority is given to organizations that serve immigrants, refugees, communities of color, people with disabilities and LGBTQ communities.

OEI cosponsored events that vary in goals, topics and target populations. They provide excellent opportunities for:

- Community engagement, building community connections, and enhancing community presence;
- Information sharing and networking;
- Recruiting and diversifying Oregon's health promoting systems' work force and contractor base;
- Advancing OHA's core value of health equity;
 - Engaging community experts to inform OHA policy and program development; and
 - Increasing opportunities for OHA employee professional and leadership development.

Event date	Host organization	Event description	Target population	Number of participants	Amount	OHA partners or attendees
10/16/12	OHSU Night for Networking	Brought people with disabilities together with employers and partners in the community to help address the challenge of people with disabilities being underrepresented in the work force	People with disabilities	500	\$1,500	OHA executive leadership, HR
10/19/12	African American Health Coalition	Annual Health Disparities Luncheon	African Americans		\$1,500	OHA staff and leadership
01/21/13	"The Skanner" newspaper	Annual Breakfast	Diverse populations		\$895	OHA leadership
02/07/13	2014 We Can Do Better Health Equity Conference. Beyond Health Care: Community, Action, Health and Equity	Created opportunities for nonpartisan civic education and engagement, bringing people together who share the values of better health care and health for all	Diverse populations	200	\$2,000	OHA staff and leadership
03/01/13	Legacy Health	Raised awareness of the important issue of health literacy and how to address it.	Diverse populations (policy and program people, providers, clinicians, administrators and others)	250	\$1,000	OHA staff, community advisory committee members
04/02/13	APANO	Cultural competency forum and action plan event	Mostly APIs	100	\$500	OHA staff and leadership
05/10/13	IRCO	Asian Pacific Islander Cultural Night	Mostly APIs	300	\$1,000	OHA staff and leadership
06/21/13	Wisdom of the Elders	An Evening with Wisdom of the Elders	Diverse populations	100	\$1,000	Anna Chamberland, OHA HR; Lila Lokey, State Hospital; April Johnson and Rebecca Naga, OEI

06/22/13	Parents, Families and Friends of Lesbians and Gays (PFLAG) Portland Black Chapter	Portland Black Pride Annual Celebration	Film festival, youth forum, Families of Color Day Out Picnic and several more	250	\$2,000	OHA staff and leadership
07/31/13	City Career Fair: Diverse Employers Carrer Fair	Career fair focused on recruiting diverse and qualified work force	Diverse populations	15,000	\$297.50 (co-sponsor)	OHA HR
08/01-03/13	50 st Annual Fiesta Mexicana Celebration	The largest Hispanic event in the Mid-Willamette Valley.	Mostly Latino population	1,800	\$2,500	HR
09/18/13	State agencies	State Diversity Conference	State employees	900	\$6,000	OHA employees from different departments
10/15/13	Multnomah/Clackamas counties	Northwest Public Employees Conference	Public employees from various jurisdictions	900	\$2,000	Tricia Tillman, Bobby Green, Judy Mohr-Peterson, Cathy Kaufmann
10/29/13	Portland State University's All Majors Career Fair	Career fair for university students, from incoming to graduating	University students and adult job seekers	200	\$250	HR
11/05/13	Incight's MEET Business Fair	Career expo featuring job seekers with disabilities	People with disabilities	250	Free	OHA HR
11/14/13	Oregon Employer Support of the Guard and Reserve (ESGR), Hiring Our Heroes	Job fair for veteran job seekers, active duty military members, National Guard and National Rreserve members. and military spouses	Veterans	200 to 300	\$1,200 total between two events, not split with OEI	OHA HR OEI
January - July, 2014	Aspire Inc. provides African American youth and families with the highest quality of social services.	Stay Clean Alumni Focus Groups and Stay Clean Replication Committee meetings for developing programs for African American Treatment Services	African American	250 participants	\$500	OHA staff and leadership

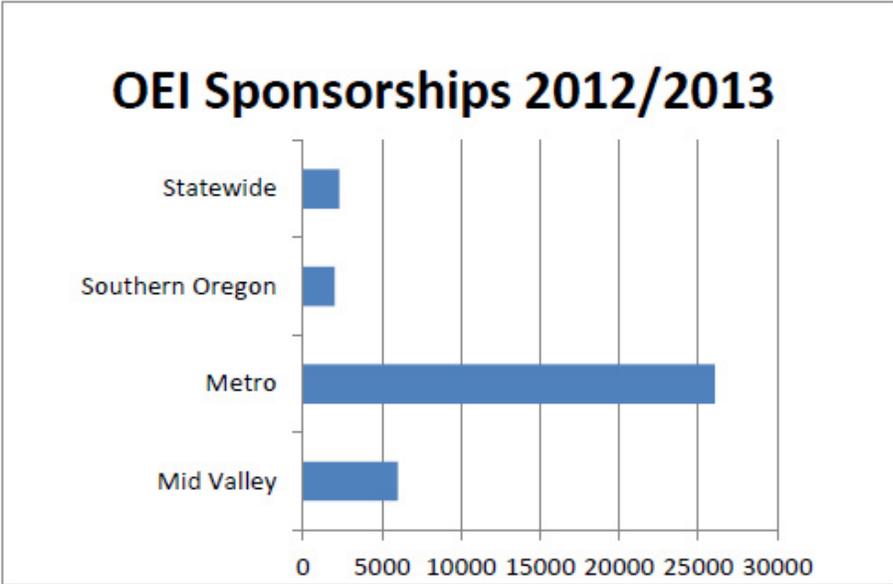
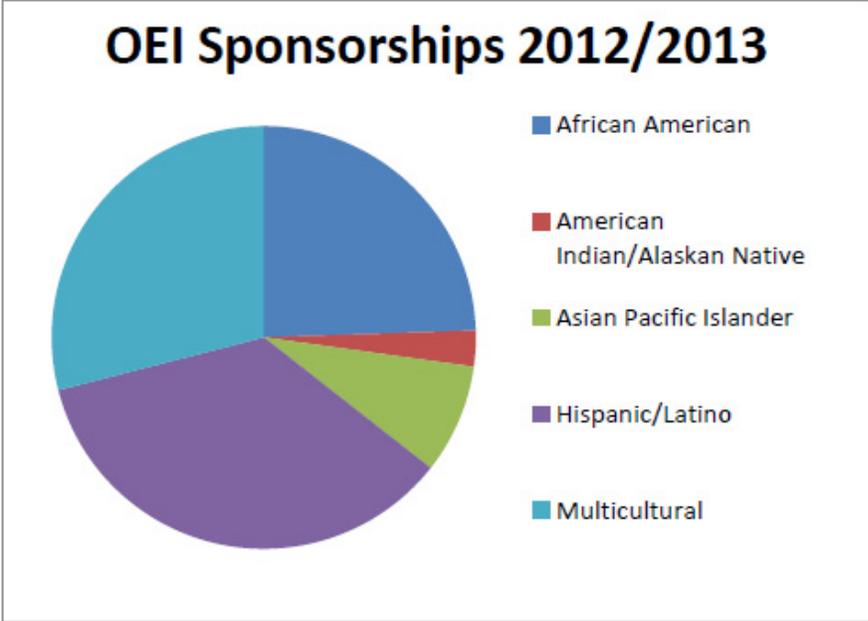
01/17/14	University of Oregon Diversity Career Symposium	Conference for college students from diverse backgrounds and majors on navigating the corporate, nonprofit and public sector job market. Conference ended with a career fair from all these sectors	Diverse college students	300 participants	\$400	OHA HR
02/26/14	Diversity Employment Career Fair (host is City Career)	Focused on recruiting diverse and qualified work force	Diverse populations	500	\$300 (co-sponsor)	OHA HR
03/07/14	Legacy Health	Oregon and SW Washington Health Literacy Conference 2014, raising awareness of the important issue of health literacy and how to address it.	Diverse populations (policy and program people, providers, clinicians, administrators and others)	250	\$2,500	5 OEI (Tricia, Carol, Shelley, David & April); 2 CAC members (Tara and Karen from IHN) ; 1 Transformation Center (Maikia); 1 Public Health (Cara)
03/21-22/14	African-American AIDS Awareness Action Alliance works to increase community awareness of HIV/AIDS in the African American/Black community specifically, and the larger community in general.	The Health Fair was an educational forum including viewing the film "Cover," followed by guided discussion, community-led workshops and concurrent free health screenings including HIV testing	African American	500	\$1,000	OHA staff and leadership
03/28/14	LGBTQ Health Coalition of the Columbia Willamette, envisions that all lesbian, gay, bisexual, transgender and queer persons thrive in an inclusive society where laws, policies and systems support wellness	2014 Meaningful Care Conference provided cultural competency training to rural and urban providers in Oregon.	Diverse populations (providers)	450	\$1,000	Jayvin

04/05/14	Northwest Down Syndrome Association creates and nurtures a loving and inclusive community celebrating every person with a disability, including Down syndrome.	2014 All Born (In) Inclusive Education Conference was for parents, educators and social service providers who share a vision of ending the segregation of students with disabilities in schools and promoting inclusive education best practices.	Diverse populations (parents, educators and social service providers)	800	\$500	OHA staff and leadership
04/08/14	The YWCA of Greater Portland is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom, and dignity for all	Fundraising luncheon that featured Sheryl WuDunn, the first Asian-American reporter to win a Pulitzer prize for journalism for the coverage of the Tiananmen Square protests of 1989	Diverse populations	200	\$500	Tricia, Carol, Lisa Angus, Sara Kleinschmit (OHPR) + Judy Mohr-Peterson
04/10/14	Incight, Tapping Fresh Talent Career Expo	Career expo featured job seekers with disabilities	People with disabilities	300	\$150 (co-sponsor)	OHA HR
04/19/14	Interface Network Inc.	The 11th Annual Latino Small Business and Workforce Development Conference educated the Latino community on health issues, small business development, work force opportunities and youth development	Latino community, mostly low-income	500	\$1,000	OHA staff and leadership
04/22/14	The Urban League of Portland's 2014 Career Connections Job Fair	Focused on recruiting diverse and qualified work force	Diverse populations	500	\$1,000 (co-sponsor)	OHA HR
04/24/14	We Can Do Better creates opportunities for nonpartisan civic education and engagement, bringing people together who share the values of better health care and health for all.	2014 We Can Do Better Health Equity Conference. Beyond Health Care: Community, Action, Health, and Equity	Diverse populations	200	\$2,000	Tricia, Carol & Maikia

05/01/14	Asian Pacific American Network of Oregon – APANO is a statewide, grassroots organization uniting Asians and Pacific Islanders to achieve social justice.	Third Annual Voices of Change Celebration fundraising dinner for APANO and its activities	Diverse populations	750	\$600	David, Susy Molano (HCI Association), 3 API community members
05/02/14	Soccer De Mayo	Metropolitan Family Service	Multnomah SUN sites kids and families/children	200	\$2,000	OHA staff and leadership
05/03/14	Kúkátónón Children's African Dance Troupe broadens the awareness of African and African American cultural traditions throughout Oregon and inspires confidence, commitment and vitality among the children in the dance troupe.	United By Dance, Inspired By Kids is an annual gala fundraising event	Diverse populations	250	\$500	Tricia
05/17-24/14	Disability Art and Culture Project	Disability Pride Art and Culture Festival	People with disabilities and diverse populations	400	\$2,000	OHA staff and leadership
06/13/14	Fifth annual Familias en Acción promotes holistic family well-being for Latinos through community engagement, education, research and advocacy for social change	2014 and Beyond: Latino Health Equity Conference: Pathways to Health: Prevention/Reduction of Childhood Obesity	Mostly Latino population		\$2,000	OHA staff and leadership
06/15/14		Pride Parade	All	75–200 people per event		Carol Cheney, Helen Hoang, Janice Kim, Jessica Duke, Kerry Johnson, Leann Johnson, Mavel Morales, Rolanda Lively, Sean Hartfield, Shelley Das, Suzanne Hoffman.
06/18-22/14	PFLAG (Parents, Families and Friends of Lesbians and Gays) Portland Black Chapter	Portland Black Pride Annual Celebration	Film festival, youth forum, Families of Color Day Out Picnic and several more	250	\$2,000	OHA staff and leadership
06/20/14	Wisdom of the Elders	An Evening with Wisdom of the Elders	Diverse populations	100	\$1,000	Anna Chamberland, OHA HR; Lila Lokey, State Hospital; April Johnson and Rebecca Naga, OEI

07/14, 07/16 and 07/17	Roosevelt Hight School	Freedom Fighters Exhibit	All	150	\$1,000	Trica, Carol, Leann, Shelley, Emily, Danielle, Rebecca, Helen
08/02-03/14	51 st Annual Fiesta Mexicana Celebration	The largest Hispanic event in the Mid-Willamette Valley	Mostly Latino population	Estimated 5,000 people	\$2,500	Suzanne Hoffman, Tricia and Leann (VIP reception only); Wendy Morgan, Maternal and Child Health; Helen, Rebecca, Emily, Charniece, April, David (OED); Brett Marconeri and Cyndi Phipps-Roman, HR; Lila Lokey, State Hospital
08/10/14	2 nd Annual Portland Roots Festival	To promote healthy living through nutrition and exercise by tapping into the rich and ancient sustainable food practices of the African people.	African-American, Afro-Caribbean, Afro-Latin and African Diaspora populations	500 participants	\$1,000	Sean, Shelley, Leann, Rebecca, April, Janice, Charniece
08/20/14	City Career Fair: Diverse Employers Career Fair	Focused on recruiting diverse and qualified work force	Diverse populations	200 participants	\$297.50 (co-sponsor)	OHA HR
08/22-24/14	Benton County Health Department	Campeones de Salud Soccer Tournament and Family Weekend	Latino focus	250 participants	\$1,000	OHA staff and leadership
09/08/14 and 09/20/14	Centro de Ayuda	(i) September 8: "Why is Oregon so White" - lecture and media presentation by Walidah Imarishi. (ii) September 20: Celebration of International Peace Day. Educational diversity event with information tables, music, art, food, dances, etc.	Latino and others	300 participants	\$550	OHA staff and leadership
09/12	Oregon Public Health Institute	Billi Odegaard Public Health Genius Awards Luncheon	Diverse populations	5,000 participants	\$2,000	Leslie Clement, Chris DeMars
09/14	Q Center	Gay Fair on the Square highlighted the myriad nonprofit organizations in our community that support LGBTQ and allied communities	LGBTQ and allied communities		\$1,000	OHA staff and leadership

09/15/14	IZO Public Relations & Marketing, The Latino Business Alliance of the Willamette Valley, and Oregon Commission on Hispanic Affairs	Hispanic Heritage Month Breakfast	Mostly Latino community	900	\$500	OHA staff and leadership
10/15/14	Northwest Public Employees Conference	Annual diversity conference for government employees	Public employees from various jurisdictions	900	\$2,000	OHA executive staff



Trade-specific events

OHA has been a regular participant in the Governor's Marketplace Conference focused on increasing access, opportunities and connections for minority-owned, women-owned and emerging small business. In 2014, the Office of Contracts and Procurement conducted two presentations to help Oregon small businesses achieve greater contracting success by sharing information on OHA contracting opportunities.

In addition, OHA is an ongoing member of the Oregon Association of Minority Entrepreneurs (OAME). The association is a partnership between minority entrepreneurs, education, government, the community and established businesses. Its mission is to promote and develop entrepreneurship and economic development for ethnic minorities in Oregon and work to reduce discrimination and racism. In 1987, OAME started with eight members. Today, membership exceeds 600 African-American, Asian-American, Native-American, Hispanic-American and European-American businesses.

Lastly, OHA is an active participant in quarterly MWESB summits that bring together local and state agencies to discuss and strategize ways to increase the number of businesses owned by minorities awarded government contracts. Approximately 50 public jurisdictions are represented.

Diversity awareness programs

OHA has become a leader in state government by creating a strategic plan (Organizational Management System) with measurable outcomes relating to and integrating principles of equity, diversity and inclusion. The Equity and Inclusion Strategic Initiative/Breakthrough is one of five agency-wide strategic initiatives developed and integrated into the OHA Organizational Management System. The OHA plan is reviewed quarterly through collaborative sessions with OHA Cabinet. It is updated and revised as necessary. Office of Equity and Inclusion staff lead and advise about the process and help oversee strategic initiatives that lay the groundwork for a vibrant and increasingly diverse, culturally and linguistically competent work force capable of meeting the needs of Oregon's diverse population.

Additionally, the Oregon Health Authority's Cabinet, in partnership with the Office of Equity and Inclusion, implemented programs and systems that:

- Provide professional development in health equity, diversity and inclusion;
- Focus resources toward recruiting and retaining a diverse and inclusive work force; and
- Address systemic issues that present barriers in developing a diverse and inclusive work force. The OHA Cabinet developed these three priorities in conjunction with action planning facilitated by the Office of Equity and Inclusion and a subcommittee of cabinet members. They are being implemented using diversity awareness and resource reallocation strategies.

In that process 11 specific initiatives have been adopted by the Oregon Health Authority for implementation via the Equity and Inclusion Breakthrough Initiative of the OHA Organizational Management System.

Employee Resource Groups

The Oregon Health Authority is committed to supporting the growth and development of diversity through ERGs. OHA approved a formal ERG policy and procedure in 2013. Employee Resource Groups promote diversity and inclusion within OHA and strengthen workplace effectiveness and leadership abilities, enhance professional development and promote career growth and success within OHA. An Employee Resource Group is a collection of current

OHA employees who have consented to actively engage in communicating and gathering around a central unifying purpose and background focusing on OHA-related issues.

Since the Employee Resource Group plan was approved in 2013 and began implementation in 2014, OHA has established three Employee Resource Groups. Data Analysts from Protected Classes, Black Employees of OHA and Employees Addressing Inter-Generational Work/Life Balance.

Other highlights of the diversity awareness programs

- OHA Cabinet and the Office of Equity and Inclusion completed a 16-month equity and inclusion learning series developed as a collaborative learning cohort that met three hours a month for learning, reflection and courageous conversations on race, health equity, diversity, inclusion and civil rights.
- Maintained agency-wide communication around equity and inclusion initiatives through presentations at leadership and all staff meetings. Topics included Civil Rights for the Public, Discrimination and Harassment-free Workplace, Employee Resource Groups, Supplier Diversity, Language Access, ADA and the Diversity Recruitment Plan.
- Re-administered the Intercultural Development Inventory (IDI) to OHA Cabinet members and the Office of Equity and Inclusion staff after the learning series. This increased the use of assessment technique strategies, measure progress, measure the efficacy of learning interventions and facilitate a discipline of evidence-based practice.
- Implemented the OHA Strategic Initiative/Breakthrough Plan for Equity and Inclusion and equity, diversity and inclusion outcomes and metrics as part of the Organizational Management System.
- Addressed systemic issues identified through discrimination, harassment and retaliation investigations. These issues create barriers to diversity and inclusion
- Cosponsored the 2014 statewide Diversity Conference.

- Sponsored and planned the Northwest Public Employees Diversity Conference in Portland. Seventeen local jurisdictions, including school districts, partnered to learn about best practices in diversity, inclusion and equity. This, coupled with the state Diversity Conference, allows OHA employees to choose which conference best meets their professional development, travel and/or area of interest needs.
- Provided baseline cultural competency training that is available to all staff and managers. This training is ongoing and is offered on a regular basis to all new employees.
- Maintained a website dedicated to diversity:
www.oregon.gov/oha/oei/diversity/pages/index.aspx.
- Collaborated with Office of Human Resources to develop ambitious recruitment standards via the Diversity Recruitment Policy and procedures that require a diversity recruitment plan for all recruitments, diverse interview panels and diverse candidate pools.
- Participated as a sponsor of Partners in Diversity in “Say Hey” and “Breakfast for Champions” quarterly events.
- Participated in multiple job fairs throughout the state focused on applicants from communities of color, people with disabilities and veterans. Events included OHSU Night for Networking, City Career Fair, and a variety of higher education and culturally specific events.
- Developed and implemented 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.
- Conducted webinars on health equity, diversity, inclusion and cultural competency. These webinars are promoted and made available to all staff and community partners.

Diversity presentation and/or activities

- Consulted on and provided cultural competency training, policy training on discrimination and harassment-free workplace and maintaining a professional workplace.
- Developed a reasonable accommodations procedure under the ADA and a staffing plan to best serve OHA employees and managers.
- Developed a database to track discrimination, harassment, retaliation and systemic issues in the workplace. Conducted analysis and reporting to identify areas for improvement.
- Consulted and developed cultural competency training, policy training on discrimination and harassment-free workplace and maintaining a professional workplace.
- Developed and implemented 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.
- Conducted webinars on health equity, diversity, inclusion and cultural competency. These webinars are promoted and made available to all staff and community partners.
- Developed an RFQ to solicit trainers and consultants who specialize in equity and inclusion. Selected qualified applicants and published a Training Registry so that OHA programs, offices and divisions could choose from vetted and qualified professionals to deliver training and consultation.
- Agency diversity and inclusion staff provided consultation and review of policies and procedures to ensure that elements of cultural competency and cultural appropriateness are embedded throughout such policies.

- Ensured legislative concepts and budget proposals include consideration of equity, diversity, inclusion, cultural competency and cultural appropriateness.
- Hosted community forums within communities of color and other stakeholder communities to increase awareness, solicit input and educate to assess and receive feedback regarding the needs of these communities.
- Developed 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 include measures of health and human services, health-related behaviors and outcomes and social factors.

Leadership development/training programs

EEO data

OHA uses the Leadership Academy and Aspiring Leaders programs to provide staff development opportunities and expose employees to career opportunities within the agency. Employees from protected classes are recruited for and urged to make use of these programs. The Office of Equity and Inclusion monitors program participants' race, ethnicity and gender.

Leadership program participation for 2012–2014

Below are OHA’s affirmative action statistics for 2012–2014

Leadership Academy Program

2012–2013	Gender	W	H	B	A	NA/I	POC	Self- identified disability
	Female	8	0	0	0	1	1	0
	Male	3	0	0	1	0	1	0
Total		11	0	0	1	1	2	0

2013–2014	Gender	W	H	B	A	NA/I	POC	Self- identified disability
	Female	11	1	0	1	0	2	0
	Male	7	0	0	3	0	3	0
Total		18	4	1	4	0	9	0

Grand total		29	4	1	5	1	11	0
-------------	--	----	---	---	---	---	----	---

Aspiring Leaders Program

2012	Gender	W	H	B	A	NA/I	POC	Self- identified disability
	Female	20	2	4	1	0	7	0
	Male	10	1	0	0	0	1	0
Total		30	3	4	1	0	8	0

2013	Gender	W	H	B	A	NA/I	POC	Disability
	Female	11	1	0	1	1	3	1
	Male	7	2	1	1	1	5	0
Total		18	3	1	2	2	8	1

Grand total		48	6	5	3	2	16	1
-------------	--	----	---	---	---	---	----	---

Update: Executive Order 08-18

Cultural Competency Assessment and Implementation Services

In fulfillment of 2008's Executive Order 08-18, the agency administers the Intercultural Development Inventory (IDI) as a way to assess the ability of individuals and teams within OHA to successfully navigate across cultural differences. The assessment has helped the agency identify the level of cultural competency and facilitated developing educational activities tailored to specific developmental needs. To date, the OHA Cabinet, the Office of Equity and Inclusion and the Health System Transformation Internal Operations Workstream have completed the assessment. Next in the process will be the Department of Medical Assistance Programs and Human Resources.

Additionally, OHA has contracted with Program Design and Evaluation Services and has since added two equity and inclusion research analysts staff members to better analyze affirmative action data and organize the data into information for OHA Cabinet members, Human Resources and hiring managers. However, current limitations in the parity calculations present a barrier to achieving updated statistics. This project, however, has allowed the agency to benchmark against current state parity calculations, establish a baseline and move forward with action planning to increase parity (see Introduction to Workforce Parity, Appendix A). The agency also participated in a voluntary assessment administered by Diversity Inc. to benchmark against industry standards (see Diversity Inc. Report Card, Appendix A).

Statewide Exit Interview Survey

There is no current formal exit review process. The OHA Office of Human Resources is working with the Office of Contracts and Procurement to issue a request for proposals (RFP) in order to acquire a vendor qualified to gather and analyze information, provide an annual review of employee separations and present findings to the agency directors, executive staff and human resources administrator. The relevant findings will drive improvements and action plans where needed.

Performance evaluations of all management personnel

Currently, OHA is in the process of ensuring all employees, including management service, have employee development plans. The agency's Organizational Management System mandates that cultural competency is an element of the plans.

Status of contracts to minority businesses (ORS 659A.015)

DHS/OHA Office of Contracts and Procurement produces quarterly reports for the Governor's director of economic and business equity in accordance with state policy. Detailed information is available from the Governor's Office. The total number of OHA contracts for July 1, 2012, through June 30, 2014, was 1,199 for a total value of \$631,566,332. OHA contracted with 16 certified firms, with a total value of \$41,004,113.

OHA contracts				
July 1, 2012, through June 30, 2014				
	Number	Percentage	Total award	Percentage
Total number of OHA contracts	1,199		\$631,566,332	
MWESB certified firms	16	1 %	\$41,004,113	6%

OHA provides notice to certified firms for all competitive solicitations through the Oregon Procurement Information Network (ORPIN).

Representatives from OHA, including the Office of Equity and Inclusion and Contracts and Procurement, coordinated efforts to increase business opportunity in Oregon by offering "one-stop-shop" trainings for vendors interested in becoming certified MWESB firms. These trainings were conducted in partnership with the Governor's Office, Business Oregon and the Oregon Department of Administrative Services.

The Oregon Health Authority ensures that MWESBs receive an equal opportunity to participate in performing contracts financed with state funds. In 2013, the OHA Operations Executive Team approved a formal Supplier Diversity Policy. This policy's goal is to increase opportunities for Oregon minority, women and emerging small business programs and to promote a business climate where inclusive and transparent practices are recognized as a core value (see Appendix A—Supplier Diversity Policy).

ROLES FOR IMPLEMENTATION OF THE AFFIRMATIVE ACTION PLAN

Responsibilities of the OHA director

- Ensure and articulate a positive climate throughout the department about the Affirmative Action Plan, EEO and diversity program's goals.
- Ensure that assistant directors understand that their work performance is evaluated based on their Affirmative Action Plan efforts and results, in conjunction with other managerial responsibilities.
- Meet at least annually or as needed with the OHA Office of Equity and Inclusion (OEI), Office of Human Resources administrators and division and program assistant directors to review equal employment opportunity, affirmative action and diversity development progress and problems.
- The chief operating officer or agency director reviews all investigation reports completed under the Discrimination and Harassment procedure. That staff member coordinates with the investigators about the report's recommendations. The agency director responds to appeals of these investigations.
- Ensure that division and program administrators:
 - Receive training in affirmative action concepts;
 - Review management implementation affirmative action strategies in performance appraisals;
 - Provide reports to the Legislature and public on Affirmative Action Plan strategies' progress;
 - Evaluate members of the management team for their effectiveness in creating the workplace conditions and results expected by our affirmative action policy. This has been part of performance evaluation tools since August 2004.

Responsibilities of OHA managers and supervisors

- Promote and foster a positive nondiscriminatory climate and a work environment in which all employees are valued and respected in accordance with state policy and agency values;
- Provide trainings to ensure all new employees are aware of the agency's equity and inclusion strategies;
- Ensure all employees understand that the agency values a diverse work force and appreciates coworkers' diversity;
- Periodically review training programs, hiring patterns and promotion patterns to remove barriers to attaining the agency's goals;
- Conduct periodic reviews by staff authorized to act in order to ensure:
 - EEO, ADA and discrimination and harassment policy information is properly displayed;
 - All facilities for the use and benefit of employees and clients are accessible both in policy and use;
 - Women, people of color, persons with disabilities and older employees are afforded a full opportunity and encouraged to participate in education, training, recreational and social activities sponsored by the agency;
 - Employees are educated about the need for, and applicants', employees' and clients' requests are accommodated for communications in alternate formats and languages;
 - Identify problem areas in diversity and inclusion practices and procedures and work to find solutions to those problems.

Responsibilities of the affirmative action representative

- Develop and communicate agency policies and procedures related to AA/EEO and prepare and disseminate affirmative action information.
- Coordinate activities in concert with the Affirmative Action Plan and monitor progress toward affirmative action goals.
- Identify solutions to barriers preventing achievement of OHA affirmative action goals.
- Ensure that recruitments are conducted to support AA/EEO goals.
- Ensure agency is complying with AA/EEO and other relevant laws or policy.
- Receive and investigate discrimination, harassment and retaliation complaints.
- Attend equal opportunity, affirmative action and diversity training for current affirmative action laws and issue updates. Develop knowledge and skills for working with a diverse work force.

JULY 1, 2012-JUNE 30, 2014

Accomplishments

OHA continues to work to create a diverse and inclusive organization. OHA 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 OHA Affirmative Action Plan is a key component of the department's ongoing diversity development efforts. All data reported comply with state requirements.

In OHA as of June 30, 2014:

- There were 4,248 OHA state government employees.
- Women represented 65 percent of all OHA employees.

- Women represented 62 percent of all employees at salary range 24 and above in OHA.
- People of color represented 19 percent of all OHA employees.
 - People of color represented 13 percent of all employees at salary range 24 and above in OHA.
- People with disabilities represented 1.5 percent of all OHA employees. The numbers represent only those employees who voluntarily disclose disability status.
 - People with disabilities represented 1.3 percent of all OHA employees at salary range 24 and above.

The agency has experienced a slight increase in the work force representation of people of color overall and in management positions, increasing agency-wide representation of people of color by two percent.

OHA experienced a decline in the number of people with disabilities represented within OHA's work force during this report period. Statistical data for people with disabilities are dependent on voluntary self-identification. OHA conducts regularly scheduled surveys to offer employees an opportunity to self-identify. Because measures of the work force representation of people with disabilities rely on voluntary self-identification, the actual number of OHA employees with disabilities remains unknown. This dilemma remains a national issue that we will monitor closely.

The Governor's Diversity and Inclusion and Affirmative Action Office establishes parity goals for each agency. These parity goals provide a limitation in data analysis because the parity calculation is not based on current U.S. Census data.

By current, yet outdated parity goals, OHA has 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. OHA has developed and is currently implementing a diversity recruitment policy and procedures that focus additional efforts to attract and retain people of color and people with disabilities into many job categories.

The Oregon Health Authority has been successful in meeting some overall goals. However, analysis of the disaggregated figures provides another chance for OHA to improve the performance of its various divisions and major programs.

The following information identifies areas where OHA is under parity in EEO job categories (1. through 8.) as of June 30, 2014, and reflects our determination to increase the diversity of our work force through the use of affirmative action initiatives:

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

- *Women:* 0 under parity.
- *People of color:* 15 FTE under parity.
- *People with disabilities:* 5 FTE under parity.

2. Professionals (SR 21-33):

- *Women:* 0 under parity.
- *People of color:* 6 FTE under parity.
- *People with disabilities:* 65 under parity.

3. Technicians (SR 12-26):

- *Women:* 0 under parity.
- *People of color:* 0 FTE under parity.
- *People with disabilities:* 3 FTE under parity.

4. Protective Service Workers:

There are no OHA employees in this EEO job category.

5. Paraprofessionals (SR 14-21):

- *Women:* 2 FTE under parity.
- *People of color:* 1 FTE under parity.
- *People with disabilities:* 40 FTE under parity.

6. Administrative Support (SR 07-23):

- *Women:* 0 FTE under parity.
- *People of color:* 0 FTE under parity.
- *People with disabilities:* 0 FTE under parity.

7. Skilled Craft (SR 12-26):

- *Women:* 2 FTE under parity.
- *People of color:* 0 FTE under parity.
- *People with disabilities:* 0 FTE under parity.

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

- *Women:* 2 FTE under parity.
- *People of color:* 0 FTE under parity.
- *People with disabilities:* 11 FTE under parity.

Progress made or lost since previous biennium

The following chart summarizes a comparison of the makeup of the OHA work force on June 30, 2012, to the most current available department totals (June 30, 2014).

OHA EEO-4 Job Group Utilization Summary Chart
As of 6/30/2014

EEO-4 Category*	Groups under parity (yes or no)		
	Women	People of color	People with disabilities
	OHA	OHA	OHA
A. Officials and administrators (SR 24-44)	No	YES 15	YES 5
B. Professionals (SR 21-33)	No	YES 6	YES 65
C. Technicians (SR 12-26)	No	No	YES 3
D. Protective service workers	NA—none in OHA	NA—none in OHA	NA—none in OHA
E. Paraprofessionals (SR 14-21)	YES 2	YES 1	YES 40
F. Administrative support (SR 07-23)	No	No	No
G. Skilled craft (SR 12-26)	YES 2	No	No
H. Service maintenance workers (SR 09-20)	Yes 2	No	YES 11

* This summary is based on OHA EEO Report from DAS. “Yes” indicates a possible disparity. Larger numbers indicate a greater gap in reaching parity as set by DAS. Note that OHA does not employ Protective Service Workers.

Overall, the Oregon Health Authority's affirmative action will be to:

- Achieve parity representation for the classifications where we are under-represented;
- Provide for upward mobility and increased representation at higher job levels for women, people of color and people with disabilities; **and**
- Ensure our diverse client population is fully served.

JULY 1, 2015–JUNE 30, 2017

Overview

The 2015–2017 OHA Affirmative Action Plan continues to focus on remedying the under-representation of people of color and people with disabilities in the upper- and middle-managements and professional categories, and people with disabilities in most categories. Many in OHA have advocated for setting hiring goals to reflect the demographics of the communities we serve in addition to basing our goals on the local labor market availability or parity. This is an exemplary goal and represents the long-term direction of the agency in advancing affirmative action. We will promote the departmental goal of surpassing parity, focusing on strategies to achieve parity areas that have historically not met the goals.

OHA is confident that the agency is integrating into its core and foundation, strategies and accountability measures via the Organizational Management Systems and Health Systems Transformation work. This will help OHA develop a culturally competent, diverse and inclusive organization. OHA will slow down to thoughtfully and appropriately integrate this work so that OHA can speed up progress in the next biennium.

That said, OHA reaffirms the primary goals of its 2013–2015 Affirmative Action Plan.

Goals

1. Meet and exceed parity in all EEO job categories and subcategories.
2. Increase recruitment and retention of work force that is representative of Oregon’s changing demographics. This includes veterans and people with disabilities.
3. Increase 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.

Strategies and timelines

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

Strategy	Lead	Timeline for accomplishment
Direct and require hiring managers to use diversity recruitment strategies for all job openings in classes that are below parity.	Administrators	Policy adopted in 2013.Ongoing
Increase expectations for managers and directors to outreach and recruit people with disabilities and people of color. Encourage and expect managers to engage in professional networks that focus on people of color and people with disabilities.	Administrators	Policy adopted in 2013. Ongoing
Increase departmental access to protected-class populations in the labor pool — women, people of color and people with disabilities — by supporting OHA participation in diverse community events.	Administrators/OEI	Policy adopted in 2013. Ongoing
Provide training to increase knowledge and skills for managers and directors in the outreach, recruitment and hiring of people with disabilities and people of color.	HR/OEI	September 2014
Plan and schedule HR and program manager presence at targeted culturally specific job fairs, community events and local professional networking throughout the biennium.	HR/OEI	Policy adopted in 2013. Ongoing
Develop relationships and partnerships with higher education institutions with specific focus on offices of equity and diversity, minority affairs, and disability services.	HR/OEI	Ongoing

Develop and provide recruitment tools and intranet resources to specifically address areas in the department that reflect under-representation of women, people of color and people with disabilities.	HR/OEI	Underway. September 2014
Translate job announcements into Spanish, Russian and Vietnamese.	HR	July 2015
Increase outreach to under-represented communities to provide resources and supports in successfully navigating and completing the new electronic application process.	HR	Ongoing
Require human resources training for managers to address recruitment of people of color and people with disabilities at salary level 24 and above. Training should address managers' recruitment responsibilities, as well as strategies to ensure consistency and fairness.	HR	January 2015
Training for executive management teams to include accountability for cultural competency and AA/EEO plans.	OHA Cabinet/OEI	Ongoing
Increase numbers of staff and community members invited and trained to serve on interview panels representing people of color, people with disabilities and multiple generations.	Hiring Managers/HR	Policy adopted 2013. Underway. January 2015

Goal 2. Increase recruitment and retention of work force that is representative of Oregon's changing demographics. This includes veterans and people with disabilities.

Strategy	Lead	Timeline
Develop centralized budget for all accommodations to reduce obstacles for managers and directors to hire and promote people with disabilities.	ADA lead	Underway
Provide expanded opportunities for people with disabilities to telecommute as part of the retention and accommodations efforts.	ADA lead	Ongoing
Develop and provide retention tools and resources to specifically address under-representation in EEO categories.	HR/OEI	ERG plan adopted in 2013. Ongoing
Develop appropriate developmental opportunities for staff in underrepresented groups.	HR/OEI	Ongoing

Develop a system to identify employees, especially people of color and persons with disabilities, who are interested in moving into management and/or supervisory positions.	HR/OEI	September 2015
Expand efforts to formally and informally identify and recruit people of color and people with disabilities into Leadership Academy, the Aspiring Leaders Program, and the RN Program at the Oregon State Hospital. Evaluate effectiveness and inclusiveness for underrepresented categories of employees seeking career development.	HR/OEI/ADA lead	July 2015
Encourage job rotations to expand skills and experience.	HR	Ongoing
Provide supports and incentives for staff that choose to self-identify as persons with disabilities, including offering disability-awareness training.	HR/ADA lead	January 2016
Provide information and resources regarding people with disabilities to all staff in orientation process and new employee on-boarding processes.	HR/ADA lead	Underway. January 2015
Track reasonable accommodation requests and provide training to staff on the reasonable accommodation process. Increase consistency and timely responsiveness to requests for accommodations from people with disabilities.	HR/ADA lead	Underway. January 2015
Provide training to managers and Human Resources staff regarding purposes, guidelines and cost-effective best practices in response to requests for accommodations.	HR/ADA lead	January 2014. Ongoing
Increase the number of staff and number of managers who have completed the diversity awareness training.	HR	Ongoing
Provide guidance and support for Employee Resource Groups and evaluate their effectiveness.	OEI	ERG plan adopted in 2013. Ongoing
Write cultural competence, bilingual ability and community connectedness job description into jobs that serve diverse clientele.	Hiring managers/HR	Underway
Actively recruit and provide developmental opportunities for current employees in underrepresented categories who are interested in moving into management or supervisory positions.	Hiring managers	Ongoing

Goal 3. Increase OHA implementation and practice of equity, diversity and cultural competency in services and the work place.

Strategy	Lead	Timeline
Provide expanded training opportunities tailored to the needs of the program to increase cultural competency among administrators, managers and line staff. Examples include cross-cultural communication, community engagement and intercultural conflict resolution.	HR/OEI	Ongoing
Provide managers with the tools, training, metrics and systems of accountability that promote and sustain a culture of respect.	HR/OEI	Ongoing
Develop a comprehensive long-range training plan for all staff and specific to the needs of managers/directors that supports OHA goals for diversity and cultural competence.	HR/OEI	July 2015
Set measurable standards for the workplace culture to promote a welcoming environment.	HR/OEI/ADA lead	January 2015
Support the creation and operation of OHA's Diversity Leadership Committee to assure coordination of diversity strategic plans, as well as timely review of the impact of policy, program and practice changes on both diverse client-service delivery and work force development. Diversity Strategic Plan will include timelines, measurable outcomes and staff responsibilities.	Administrators/OEI	Charter adopted in 2013. Underway
Assure diversity committees are active and chartered to assist with specific deliverables related to identifying and addressing the cultural competency needs of the office, program or agency.	Administrators/OEI/ Diversity Committee members	In development
Develop diversity strategic plans to aid in recruitment and retention.	HR/Hiring managers/OEI	Underway

Goal 4. Increase ability to measure, evaluate and set benchmarks of data, documenting barriers to achieving progress on the affirmative action goals.

Strategy	Lead	Timeline
Improve use of affirmative action monitoring tools and assure communication of work force data to the leadership team, hiring managers and supervisory staff.	Administrators/ OEI	System developed. Ongoing
Expand collaboration with other state agencies and organizations representing protected-class constituencies to develop, implement and evaluate diversity initiatives.	HR/OEI	Ongoing
Analyze hiring trends in specific timeframes in order to highlight leadership practices that result in hiring gains in underrepresented categories.	HR/OEI	System developed. Ongoing
Annually conduct all-staff survey to track changes in staff perceptions of encouragement and support for professional growth and promotion.	HR/	December 2013. Ongoing
Conduct routine surveys or follow-up to assess workload and other issues of equal treatment for staff receiving bilingual differential.	HR/OEI	December 2013
Develop a performance review system and accountability for all staff. Include clear and measurable behaviors and outcomes related to recruitment, hiring, retention and promotion of people of color and people with disabilities in performance reviews for directors and managers. Provide training to managers and directors on performance reviews and issues of cultural competency.	HR/OEI/ADA lead	January 2016
Track and report numbers of people with disabilities and people of color who apply for promotions and receive promotions in formats that are easily accessible and understandable.	HR	Ongoing
Research and access EEO/AA best practices from other states and other state agencies.	OEI	Ongoing
Evaluate Executive Management Team, directors and managers on measurable behaviors and outcomes relevant to AA/EEO and cultural competency.	Administrators/ OEI	Ongoing
Evaluate hiring managers' experiences working with diverse communities and understanding of AA/EEO and diversity/cultural competency practices.	HR/OEI	January 2016

Evaluate managers' and staff self-perception of their ability to promote a culture of respect. Repeat the assessment annually to evaluate progress and needs for improvement.	OEI	Ongoing
Evaluate the effectiveness of the affirmative action and diversity development, record and share our best practices to be used in the agency.	OEI	Ongoing
Implement a self-assessment process for each work area for familiarity with AA/EEO practices.	OEI	June 2015

Goal 5. Maintain and improve communication and collaboration to achieve affirmative action goals.

Strategy	Lead	Timeline
Track percentage of managers and staff involved in proactive recruitment of people with disabilities and people of color.	Administrators HR/OEI	July 2015
In annual performance reviews, evaluate hiring managers' efforts to recruit, hire, retain and promote staff of color and staff with disabilities at all levels of the organization.	Division administrators	Ongoing
Track number, percent and dollar amount of OHA contracts awarded to women and minority owned businesses.	OC&P/ OMWESB Committee	Ongoing
Monitor compositions of interview panels and hiring committees to guarantee diversity.	HR/OEI	Policy adopted in 2013. Ongoing
Provide semi-annual reports of progress from these plans to Executive Management Team, diversity manager and OHA leadership.	HR/OEI	Ongoing
Track and report requests for accommodations, response to request for accommodations, considerations in response, and length of time of response.	HR/ADA lead	January 2015
Develop and communicate metrics for timely communication (e.g., manager will make contact with individual requesting accommodations within 24 hours of receipt of request).	HR/ADA lead	July 2015
OHR Information Systems will improve ability to compare work force data to community/client demographics.	HR	In process

Monitor the new electronic application (E-Recruit) process, evaluating whether it may inadvertently reduce the numbers of applicants among people of color and people with disabilities.	HR	Ongoing
Collect and disseminate data on promotion and turnover rates for people of color and people with disabilities.	HR	July 2013
Design and provide AA/EEO reports to directors and managers in a format that is specific, understandable, and that includes analysis and relevant strategies and resources.	OEI	Ongoing
Increase the measurability and develop metrics for AA/EEO goals, strategies, cultural competency and accountability.	OEI	Ongoing
Develop accountability metrics for managers from “Welcoming Environment,” including during the interview and selection processes.	OEI/Diversity Leadership Committee	July 2015
Identify targets for improvement from AA/EEO All Staff Survey and AA/EEO Managers Survey.	OEI	December 2014

We believe these strategies demonstrate OHA’s commitment to our affirmative action programs. Numerous Oregon and national demographic reports prove that race, gender and disability-based disparities have continued even in recruitment and hiring practices. These strategies will help us assure that all Oregonians can realize equal employment opportunity and allow us to better serve our clients.

Areas of consideration for progress

Over the last biennium, it has been challenging to communicate to managers about Affirmative Action Plan implementation expectations. However, communication around very specific initiatives and expectations related to affirmative action, diversity, inclusion and civil rights is gaining momentum and acceptance. Providing clear, consistent and proactive communication about said initiatives and the responsibilities of managers and leaders continues to be a priority for staff in Human Resources, Equity and Inclusion and Communications offices, as well as in OHA executive leadership. We are committed to continually integrating the principles and best practice of affirmative action, diversity, inclusion and civil rights throughout all facets of the agency.

APPENDICES

Appendix A

Agency's policies

Policy/Procedure Number	Name	Where to find it
DAS 50.020.10	ADA Reasonable Accommodation Policy	http://cms.oregon.gov/DAS/CHRO/docs/advice/p5002010.pdf
DAS 50.010.10	Discrimination and Harassment Policy	http://cms.oregon.gov/DAS/CHRO/docs/advice/p5001001.pdf
DAS 50.10.03	Maintaining a Professional Workplace	http://cms.oregon.gov/DAS/CHRO/docs/advice/p5001003.pdf
OAR 105-040-0015	Veteran's Preference in Employment	http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_105/105_040.html
Executive Order 08-18	Amending Executive Order 05-01 Relating to Affirmative Action	http://cms.oregon.gov/gov/docs/executive_orders/eo0818.pdf

Oregon Health Authority Diversity Recruitment Policy

The Oregon Health Authority (OHA) values health equity and work force diversity. While diversity is a broadly defined term that often includes “the many ways that we are different,” the purpose of this diversity recruitment policy is to specifically address disparities in employment relating to people with disabilities and people of color. This approach is substantiated by data put forth in the Lenssen/Portillo Report (April 2010) and the OHA Affirmative Action Plan (2013-2015), where barriers to employment are documented and strategies to address those barriers and disparities are required.

It is the policy of the Oregon Health Authority that all recruitments for employment at OHA require a diversity recruitment plan. The plan shall focus recruitment efforts in communities and populations that are underrepresented based upon Affirmative Action and Equal Employment Opportunity (AA/EEO) data reported semi-annually by the OHA Office of Equity and Inclusion.

Human Resources recruiters must develop, maintain, and continually improve a list of diversity recruitment resources and work with hiring managers to develop and tailor recruitment outreach for specific job categories and disciplines.

The hiring manager must consult with the Office of Human Resources and the Office of Equity and Inclusion prior to and throughout the process to expand diversity recruitment efforts or submit justification as to why expanding efforts is not feasible. If a diverse candidate pool is not established, as defined by current AA/EEO parity data, and sufficient justification not provided, the recruitment must open again or the application deadline be extended.

Screening and Selection

Managers with screening and hiring responsibilities and individuals screening candidates or candidate materials shall receive agency-provided training on cultural awareness and cultural considerations in selection and hiring. Specific behaviorally based interview questions shall be developed and utilized to screen for candidate competencies in the areas of diversity, inclusion and health equity, or manager must submit justification as to why such questions are not feasible.

Employment interview panels must be as representative of the diversity of the OHA work force and client populations served as possible and are required to have some representation of underrepresented or underserved populations. If a diverse interview panel is not established, the hiring manager must submit justification as why an employment interview panel lacks the diversity of underrepresented populations. Community members may be utilized to diversify interview panels and should also be involved in panels for job positions that serve or engage the public. Interview panelists shall receive training on avoiding implicit bias and discriminatory practices prior to beginning interviews.

Promotions¹

Succession planning, mentoring programs and job rotations shall be established to address the underrepresentation of traditionally socially disadvantaged groups in OHA promotional opportunities. Promotional opportunities shall be open and competitive within OHA. Internal candidate pools must be as representative of underrepresented employee groups as possible or hiring manager shall submit justification as to why expanding efforts is not feasible.

Authority and Accountability

Per the OHA 2013-2015 Affirmative Action Plan it is the responsibility of the Director of the Oregon Health Authority to ensure that the agency complies with diversity and Affirmative Action goals, programs and policies. This includes ensuring that directors and managers have employee development plans that incorporate these expectations and that directors and managers are evaluated annually for their effectiveness in creating workplace conditions and results consistent with this policy and the Affirmative Action Plan.

The Oregon Health Authority Director designates the OHA Office of Human Resources in consultation with the Office of Equity and Inclusion to monitor agency compliance of the OHA Diversity Recruitment Policy.

¹ Data indicate that all promotions in the Oregon Health Authority in 2012 were granted to employees who identify as "White."

Employee Resource Groups Policy and Procedures

Policy Statement

It is the policy of OHA to provide a work environment free from discrimination or harassment based on religion, sex, marital status, national origin, disability, age, sexual orientation, gender identity and any other factor applicable by state or federal laws. OHA recognizes a responsibility and a strategic opportunity to proactively support work force diversity in addition to complying with legal standards. The Oregon Health Authority (OHA) commits to supporting the growth and development of diversity through fostering the development of Employee Resource Groups. Employee Resource Groups will promote diversity and inclusion within OHA that will foster and strengthen workplace effectiveness and leadership abilities, enhance professional development and promote career growth and success within OHA. The following proposal will apply to all current OHA employees, interns and volunteers. It describes the process intended to provide general guidelines and information for employees interested in establishing Employee Resource Groups.

Background and Purpose

Employee Resource Groups can be traced back to the 1970s when women and African-Americans began to be hired into management positions in significant numbers². An Employee Resource Group³ is identified as a group of employees who come together around common interests, issues and background and exists to provide support, networking and professional opportunities. Some common examples of Employee Resource Groups include people of color, Black/African-American, Latino/Latina, Native-American, Asian, women, LGBTQ communities and people with disabilities. An Employee Resource Group is a collection of current OHA employees who have consented to actively engage in communicating and gathering around a central unifying purpose and background focusing on OHA related issues. Employee Resource Groups are a vital component that connects employees with each other and their respective agencies. Therefore, an inherent aspect of the mission is to promote the welfare of employees and to establish mutually beneficial relationships between the agency's employees.

Employee Resource Groups have multiple advantages, such as: providing employment opportunities for current employees, supporting recruitment and retention strategies, enhancing workplace productivity and innovation and increasing diversity and awareness throughout the agency. Employee Resource Groups also serve as a communication channel between employees and senior managers around work related issues and possible solutions.

Anticipated Benefits to the Agency and Participants

Employee Resource Groups increasingly are the best vehicles for agencies to find, support and develop talent from staff from traditionally underrepresented groups. In addition, these groups also provide a mechanism for innovative, community-based solutions and client-agency partnerships. Helping organizations stay connected to the diverse voices and perspectives of the employees will yield positive results and creative innovations for supporting a successful workplace environment – which will in turn benefit the organization.

² Friedman, Ray; Melinda Kane and Daniel Cornfield. "Social Support and Career Optimism: Examining the Effectiveness of Network Groups Among Black Managers." *Human Relations*, Vol. 51, No. 9, 1998.)

³ Other common names include: Affinity Groups (AGs), Employee Network Groups (ENGs), and Business Resource Groups (BRGs).

Resource Group Uses

Ten years ago, employee networks were loosely formed socially based organizations in which people from a similar underrepresented demographic group got together. Today, these groups usually have the word “resource” in their names because they are significant resources to their organization’s mission and goals, substantially contributing to recruitment, engagement, retention, talent development and development of supplier diversity⁴. In a recent survey conducted by DiversityInc, 535 participants ranked the areas in which they use their Employee Resource Groups. The chart below shows the areas where Employee Resource Groups’ contributions were described as “most important”.

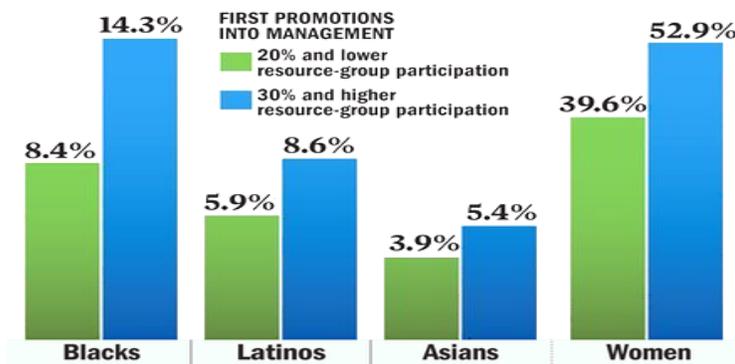
Areas where Employee Resource Groups are used



⁴ DiversityInc Resource Groups Spring 2012

Promotions into Management

Companies that have Employee Resource Groups recruit almost twice as many women and more than 20 percent more Blacks, Latinos and Asians as companies that do not have these Groups. In addition, DiversityInc, found that higher employee participation in Employee Resource Groups yielded more first promotions into management from underrepresented groups⁵.



Employee Resource Groups Activities

Employee Resource Groups may perform the following functions:

Mentoring/Coaching: a growing network of unique roles to provide information, guidance and resources for job advancement, professional development, and performance improvement (including critical thinking and decision making).

- Promotes on-boarding for new employees to support recruitment and retention efforts
- Reviews current agency-wide mentoring processes, if any
- Develops a network of mentors who will provide career guidance
- Communicates effectively with hiring managers about available mentors for new hires
- Fosters and provides diversity mentoring and career development opportunities

Career Development: a lifelong process, which includes learning and developing new skills to advance professionally.

- Promotes job-related internships, work out of class opportunities, and job rotations
- Encourages employability skills and training

⁵ DiversityInc. Resource Groups Spring 2012.

- Provides and promotes literacy and language training
- Facilitates the discovery of new career opportunities
- Promotes career, technical, post-secondary, vocational and degree programs
- Highlights success stories
- Enhances retention and recruitment

Work/Life Balance: prioritizing between work and life to help reduce stress, while improving and maintaining the productivity and creativity of individuals.

- Supports the adoption of better time management and flexible working arrangements
- Maximizes positive approaches
- Helps individuals maintain appropriate boundaries to prevent burn out
- Fosters flexible scheduling to accommodate cultural considerations

Leadership Preparation: a process by which an individual collaborates with, and supports others, to accomplish the agency mission, leadership development and succession planning.

- Educates leaders regarding diversity/cultural norms and values
- Educates leaders to strengthen diversity and cultural communication skills
- Supports diversity and cultural awareness training for agency leaders and employees

Conflict Resolution: a range of methods that foster collaboration, negotiation, mediation and resolution between Employee Resource Group members.

- Develops diversity/cultural training, addressing dynamics of conflict and the application of negotiation skills
- Enhances collaboration and discussion centering on the analysis of conflict
- Provides guest speakers, who can discuss experiences, perspectives and outcomes

Diversity Development: works with individuals to advance knowledge of best practices concerning diverse cultures and ensures implementation in the workplace.

- Supports and promotes completion of internal employee surveys that assess employee satisfaction regarding the work culture, climate and diversity-related issues

- Fosters the appreciation for diverse communication style, multiple perspectives and culturally competent performance management
- Promotes an environment of inclusion through planning and celebration of diversity awareness events

Community Engagement and Diversity Recruitment: encourages collaboration with diverse communities and maximizes every effort to attract, hire and retain qualified diverse individuals.

- Becomes an integral part of the referral system for diverse candidates
- Develops ambassadors from the agency to diverse communities
- Provides people-power at career fairs and other networking and recruitment events
- Organizes OHA presence at community events (i.e. Pride Parade, MLK Day of Service)

Structure and Operation

Employee Resource Groups are recognized by OHA as a vital component in diversity development and inclusion. OHA recognizes that Employee Resource Groups are committees within their respective agencies; however, if an Employee Resource Group shows that it can represent both departments' interests and choose to operate as such, it may be considered as a "shared" resource.

Each Employee Resource Groups is responsible for:

Managing how it will be organized, which may include how formal or informal the group may be;

Selecting leadership and recruiting membership that is inclusive;

Determining meetings and activities including frequency, location, purpose and content of meetings;

Developing and maintaining group contacts, email and mailing lists;

Facilitating communication among members.

Employee Resource Groups may not enroll individuals to its membership who are not current employees, interns or volunteers of OHA. Current employees must govern employee Resource Groups. Employee Resource Groups must welcome any employees who support the mission of the group. Employee Resource Groups events may be open to individuals who are not affiliated with OHA.

Employee Resource Groups must be:

Organized for nonprofit;

Operated exclusively for professional and other work related purposes;

Created for the purpose of organizing and uniting employees, and addressing organizational issues identified by the group.

Forming Employee Resource Groups⁶

When an individual or group of employees is interested in forming an Employee Resource Group, notice shall be given to OHA's Office of Equity and Inclusion (OEI). A proposal must be submitted to the office using the Employee Resource Group Application.

⁶ Other entities with existing ERGs include: AT&T, Microsoft, Allstate, McDonald's, Boeing, Visa, Pacific Gas & Electric Company, Nike, Intel, Macy's, Ford Motor Company, General Electric, Johnson and Johnson, Nationwide, Wells Fargo, City of Portland.

Best Practices that have proven results:

- Each group has an executive sponsor, preferably cross-cultural
- Each group has a formal charter, which establishes its relevance to the business
- The company funds the group and allows it to meet during the workday
- The group's leaders meet regularly with the CEO and senior leadership, and, increasingly, are members of the executive diversity council
- The groups are used as sources of mentors and mentees
- The groups are used as focus groups for community research and to meet with key clients/prospects

Starting at the top

While employees initiate Employee Resource Groups, it is advantageous to gain senior management support to ensure credibility and sustainability. To that end, Employee Resource Groups must gain and maintain support from at least one senior manager at a senior leadership level. At launch, interested employees shall reach out to top senior managers such as policy makers, executive leadership, administrators, managers, supervisors and other decision makers to gain support. Many companies utilize direct or indirect strategies for gaining senior management support. For example, a Multnomah County employee sought sponsorship from the Multnomah County Office of Diversity and Equity to start an Employee Resource Group to support and provide opportunities for all immigrant and refugee employees at Multnomah County. The Office of Diversity and Equity then gained senior management support to start an Immigrant and Refugee Employee Resource Group.

Critical elements necessary for gaining support from senior management include:

Identifying and articulating the need for the Employee Resource Group;

Developing a mission statement that aligns with the agency mission;

Drafting a plan to accomplish goals;

Establishing Employee Resource Group leadership; and

Communicating the Employee Resource Group's purpose, goals and objectives with employees and senior management.

Facilitating involvement and collaboration

Employee Resource Groups founders must create a charter (see Best Practices and Examples on page 14) and work with employees to develop outreach strategies to generate interest for joining Employee Resource Groups. Examples of getting employees involved may include developing materials to introduce Employee Resource Groups and advertising Employee Resource Groups through newsletters, emails, OHA Intranet site, flyer, weekly/monthly huddles/meetings and advertising on interoffice note boards. Establishing Employee Resource Groups shall entail networking and collaborating with internal and external Employee Resource Groups already in place.

The structure, locations of, and meeting schedules may vary; however, establishing a routine schedule can be helpful to maintaining group membership. The frequency of these meetings must be decided by members, as well as day, time and location. Employee Resource Groups must ensure locations are accessible for people with disabilities. OHA may provide Employee Resource Groups with general meeting spaces at various locations. **The agency shall allow employees up to three hours per month of work time to attend Employee Resource Group activities.** If an Employee Resource Group member requires additional time, this shall be discussed with the manager, following standard procedure and criteria for requesting leave time. Members shall serve on the Employee Resource Group for two years.

The Employee Resource Group shall create rules, policies and processes to define its leadership. For example, rules may include that leaders make the final decisions. Governing principles must be decided by Employee Resource Group members to create a solid structure. The Employee Resource Groups shall also create specific roles for members. Members' roles must list titles and specific duties. For example, a member's title may be "secretary". The role of the secretary may include updating contact information, keeping members informed and taking meeting notes. Employee Resource Group members must decide these roles and duties.

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 behavior⁷.

State law prohibits public employees from engaging in political activity while on the job during working hours⁸. As a result, an Employee Resource Group designed around political activity, including, but not limited to, the topic of political candidacy or political measures (whether for or against) will not be approved. In addition, no Employee Resource Group may engage in political activity, including but not limited to seeking to advance a political position or candidate, or to convince other employees to adopt or adhere to a particular political position or viewpoint. Lastly, State and federal law prohibits government from the establishment of religion⁹. Governments must pursue a course of neutrality, favoring neither one religion over another nor religion generally to non-religion. As a result, no Employee Resource Group may be organized for the purpose of advancing or opposing any religion or religious viewpoint nor may Employee Resource Groups engage in religious or worship activity.

The array of Employee Resource Groups

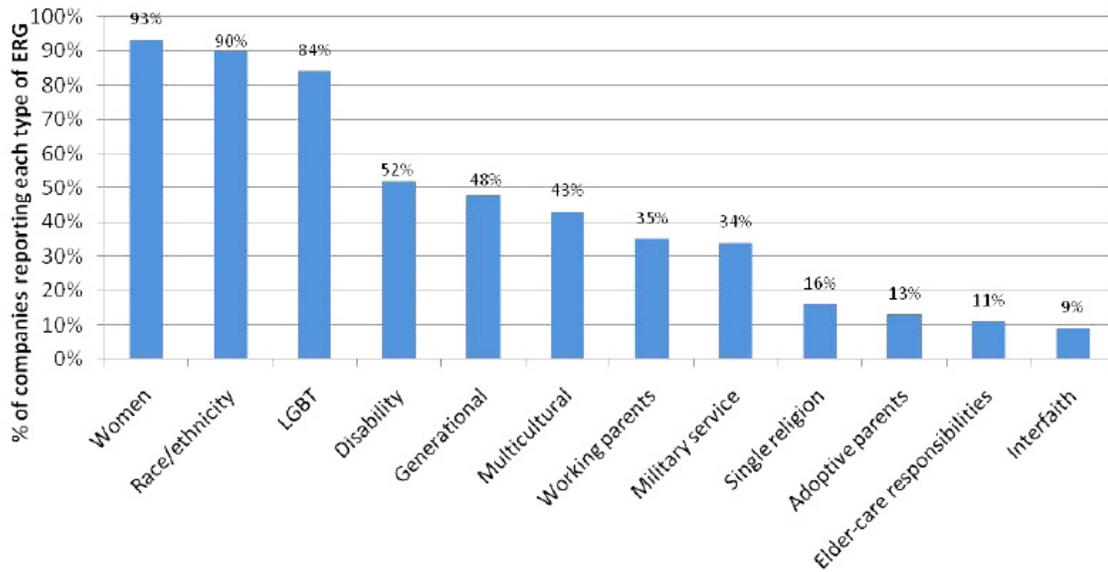
Many organizations are experiencing a resurgence of enthusiasm for Employee Resource Groups—both for those organized around traditional affinities such as race and gender and for newer groups that are intentionally inclusive, such as multicultural and multigenerational groups. The table below lists the focus areas of groups in surveyed organizations¹⁰.

⁷ Oregon Department of Administrative Services, Maintaining a Professional Workplace policy, 50.010.03.

⁸ Oregon Revised Statutes 260.432(2): Solicitation of public employees: activities of public employees during work hours.

⁹ US Constitution, First Amendment—Establishment Clause.

¹⁰ ERGs Come of Age: The Evolution of Employee Resource Groups—Mercer LLC January 2011.



Naming the group

The name of the Employee Resource Group shall reflect the group's mission and values. The decision for naming the Employee Resource Group must include name recommendations from prospective Employee Resource Group members and shall clearly communicate the identity of the Employee Resource Group. Examples include: 1) the disABILITY Network Alliance at Bristol-Myers Squibb works to enhance a culture of inclusion for the disability community by leveraging each employee's unique abilities, raising awareness, valuing differences, removing barriers and encouraging a workplace built on dignity, trust and respect; 2) Lucent's EQUAL! (lesbian, gay, bisexual and transgendered) Group gives LGBT employees a network of people for career advancement by creating a more equitable and safe work environment for LGBT employees and supporting the professional development of LGBT employees; 3) Advocates For Achievement (AFA) at St. Paul Public Schools is a resource group that focuses on the needs and development of staff and communities of African-descent; 4) Connected Women (CW) at Cisco Systems empowers the professional growth of female employees by offering networking, mentoring, and career development resources; and 5) Multnomah County's Veterans Employee Resource Group (VERG) brings the concerns of veteran employees to county leadership and first-line supervisors.

Setting mission and goals

The mission and goals of the Employee Resource Group must align with the mission and goals of the agency. The mission must define the purpose for which the group will be established and the goals must clearly state specific objectives and timelines. The following questions shall be addressed when setting the mission and goals:

- What are the core values of the group and how do they align with OHA's values?
- For what purpose does this group exist?
- How is this group different from other groups in the agency?
- What steps need to be taken to achieve the group's mission?
- What are the short and long-term goals?
- Who will take the lead in the implementation of each goal?
- What are reasonable and achievable timelines?

Creating credibility, momentum and longevity

Employee Resource Groups processes are intended to develop ideas and interests to foster participation and enhance attendance. For example, setting a goal to establish mentorship for the purpose of career development and networking may significantly improve productivity and job retention in the agency and hence ongoing interest in the mission and goals of the Employee Resource Group. Brainstorming ideas is a technique that can help build employee investment in resource group goals, activities and outcomes. Having and ultimately adhering to the mission and goals of the group helps to build and maintain credibility and ongoing support from employee members and senior management.

Overcoming challenges

If any Employee Resource Group is faced with challenges, the Group shall identify the root causes and then take steps to reduce or mitigate the challenges. Ways to address challenges include:

- Identifying the challenge;
- Analyzing the cause;
- Exploring solutions;
- Determining whether it is necessary to address the challenge;
- Taking actions/steps to overcome the challenge; and
- Considering the necessary steps to avoid similar challenges.

Measuring success

Employee Resource Groups like any other group must be able to measure success. To measure success, Employee Resource Groups shall establish goals and benchmarks. These goals and benchmarks may be recorded in the form of a strategic (or annual) plan, which will ultimately demonstrate how the group has done and what it has delivered. The group's goals and benchmarking criteria shall be easily understood, support the mission and be measurable. Additionally, success can be monitored in part by success stories and positive written feedback. This report shall be submitted to the EEO/AA and Diversity Development Manager for review on an annual basis.

OEI Support for Employee Resource Groups:

1. OEI may provide consultation and recommendations to any agency-sanctioned Employee Resource Group seeking such assistance.
2. OEI may provide consultation and recommendations to individuals seeking to start an Employee Resource Group.
3. OEI may provide or recommend consultation and mediation to Employee Resource Groups experiencing operational challenges.
4. As available, OEI may provide limited seed funding to support Employee Resource Group activities.
5. As available, OEI may facilitate connections with similar Employee Resource Groups in other entities to support Employee Resource Group success
6. As available, OEI may connect interested Employee Resource Group founders with interested senior leadership.

Approval Process and Agency Support

The Office of Equity and Inclusion serves as both a resource and clearinghouse for Employee Resource Groups in OHA.

Proposals for Oregon Health Authority Employee Resource Groups shall be sent to:

Oregon Health Authority
Office of Equity and Inclusion
Diversity Development Unit
421 SW Oak St, Suite 750
Portland, Oregon 97204

Once the Employee Resource Group proposal is submitted to the Office of Equity and Inclusion for OHA, a representative from the office will review documents.

Approval will be based on:

Mission, purpose, and core values statements in relationship to the agency mission and values;

A statement of commitment from the Employee Resource Group to coordinate with the agency's efforts to promote diversity issues including, but not limited to, serving on the agency's Diversity Leadership Committee; and

Goals and objectives for the first year.

Once a decision is reached and if the proposal is accepted:

A letter of notification or email shall be sent to the prospective Employee Resource Group;

The letter will be accompanied with any additional feedback, comments and further instructions;

The Employee Resource Group name shall be recognized as an active Employee Resource Group of the agency.

If the proposal is not accepted, a letter shall be sent with an explanation and recommendations for future action.

Annual Review of Employee Resource Groups

Annual review of all Employee Resource Groups shall be conducted to ensure that the goals and objectives continue to contribute to the department's mission, core values, and organizational outcomes. Recertification must be obtained from OEI by submitting an Annual Report by June 15. The EEO/AA and Diversity Development Manager for the office shall review the annual report and make recertification decisions. Each group shall be notified via email of approval for recertification or any deficiencies that preclude recertification by June 30 of each year. Deficiencies need to be addressed by August 1 and presented to the Administrator for OEI, or designee, for final approval in the recertification process. Any Employee Resource Group that fails the recertification process will be welcome to complete a new charter application for the next fiscal year. If you have any questions or concerns please contact the Office of Equity and Inclusion.

Discontinuing Employee Resource Groups

The Group's leadership and agency may discontinue an Employee Resource Group by providing, in writing, the reason(s) for ending the group's activities. Once the receiving party has reviewed the letter, it may accept the decision (by issuing a statement of acceptance) or request a meeting to allow for a more comprehensive discussion before accepting the letter.

Reasons for discontinuation may include, but are not limited to:

- Discrimination or exclusion of interested members
- Inability to demonstrate sufficient achievement of Employee Resource Group goals
- Inability/unwillingness to comply with Employee Resource Group policy and procedures
- Inability/unwillingness to comply with OHA policy

Samples of Employee Resource Group Charters¹¹

Employee Resource Group Charter Best Practices

- Specific and clearly stated vision and/or mission statements
- Statements on how the mission will be accomplished
- Can be short-term or long-term but must be realistic and attainable
- Business-plan objectives should be detailed, revised yearly and evaluated at regular intervals
- Goals/strategies should be prioritized

¹¹DiversityInc Resource Groups Spring 2012

Oregon Health Authority Supplier Diversity Policy

The Oregon Health Authority values health equity, work force diversity and creating an environment that supports the economic development of Oregon's Minority Business Enterprise, Women Business Enterprise and Emerging Small Business firms. Governor Kitzhaber's Executive Order 12-03 promotes diversity and inclusion opportunities for Oregon Minority-Owned, Women-Owned and Emerging Small Businesses (MWESB), requiring the implementation of initiatives to improve entrepreneurial opportunities for certified business enterprises, prevent race and sex based discrimination and foster an inclusive business environment. The Oregon Health Authority has a commitment to ensure that MWESBs are provided equitable opportunity to participate in the performance of contracts financed with state funds.

The goal of this policy is to increase opportunities for Oregon minority, women and emerging small business programs and to promote a business climate where inclusive and transparent practices are recognized as a core value.

The Oregon Health Authority shall adhere to the Statewide MWESB Procurement policy #107-009-030-PO related to Notice, Inclusive Competition, Sole-Source, Evaluation Selection and other procurement processes.

Quotes, Bids or Proposals

Each Oregon Health Authority program shall take steps to ensure the participation of MWESB certified firms. Program Managers or designee shall consult with staff from the Office of Contracts and Procurement (OC&P) to determine the most appropriate buy decision hierarchy and to adhere to existing law.

Outreach Efforts

Unless otherwise prohibited by law or a specific procurement process, the Oregon Health Authority shall include MWESB Participation language (link to be inserted) in its solicitation documents.

To measure the progress of the Oregon Health Authority's MWESB outreach and contracting efforts, OC&P in consultation with the Office of Equity and Inclusion shall survey each program area annually to assess outreach and selection procedures in the awarding of contracts and identify any barriers to entry for

minority, women, and emerging small businesses. Any identified barriers shall be addressed in a prompt and timely manner and recommendations shall be made for further training, technical assistance, or other support.

The Office of Contracts and Procurement shall collaborate with the Office of Equity and Inclusion to coordinate training for eligible business owners on the benefits of MWESB certification on an annual basis, at minimum.

Authority

Oregon Revised Statutes (ORS) 279A.100 and 279B.070; Oregon Administrative Rules (OAR 125-246-0200); DAS Statewide Policy 107-009-030-PO. And Oregon MWESB certified firms, as defined in ORS 200.005.

Accountability

The Oregon Health Authority Director designates the Office of Contracts and Procurement in consultation with the Office of Equity and Inclusion to monitor agency compliance of the Oregon Health Authority Supplier Diversity Policy.

Reference

279A.100 Affirmative action; limited competition permitted.

(1) As used in this section:

(a) “Affirmative action” means a program designed to ensure equal opportunity in employment and business for persons otherwise disadvantaged by reason of race, color, religion, sex, national origin, age or physical or mental disability or a policy to give a preference in awarding public contracts to disabled veterans.

(b) “Disabled veteran” has the meaning given that term in ORS 408.225.

(2) The provisions of the Public Contracting Code may not be construed to prohibit a contracting agency from engaging in public contracting practices designed to promote affirmative action goals, policies or programs for disadvantaged or minority groups or to give a preference in awarding public contracts to disabled veterans.

(3) In carrying out an affirmative action goal, policy or program, a contracting agency by appropriate ordinance, resolution or rule may limit competition for a public contract for goods and services, or for any other public contract estimated to cost \$50,000 or less, to contracting entities owned or controlled by persons described in subsection (1) of this section. [2003 c.794 §13; 2009 c.235 §1]

279B.070 Intermediate procurements.

(1) Any procurement of goods or services exceeding \$5,000 but not exceeding \$150,000 may be awarded in accordance with intermediate procurement procedures. A contract awarded under this section may be amended to exceed \$150,000 only in accordance with rules adopted under ORS 279A.065.

(2) A procurement may not be artificially divided or fragmented so as to constitute an intermediate procurement under this section.

(3) When conducting an intermediate procurement, a contracting agency shall seek at least three informally solicited competitive price quotes or competitive proposals from prospective contractors. The contracting agency shall keep a written record of the sources of the quotes or proposals received. If three quotes or proposals are not reasonably available, fewer will suffice, but the contracting agency shall make a written record of the effort made to obtain the quotes or proposals.

(4) If a contract is awarded, the contracting agency shall award the contract to the offer or whose quote or proposal will best serve the interests of the contracting agency, taking into account price as well as considerations including, but not limited to, experience, expertise, product functionality, suitability for a particular purpose and contractor responsibility under ORS 279B.110. [2003 c.794 §54]

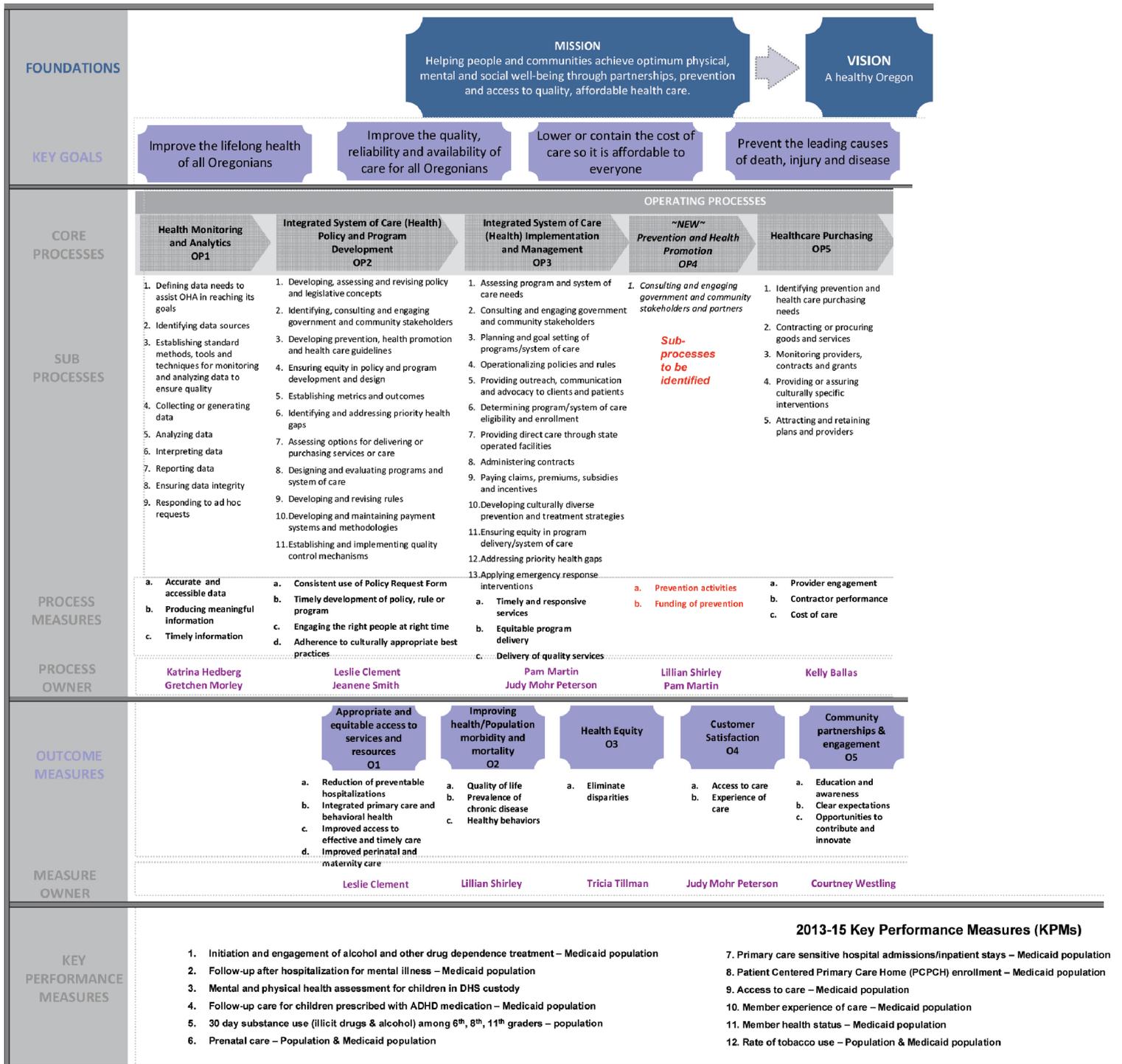
200.005 Definitions for ORS 200.005

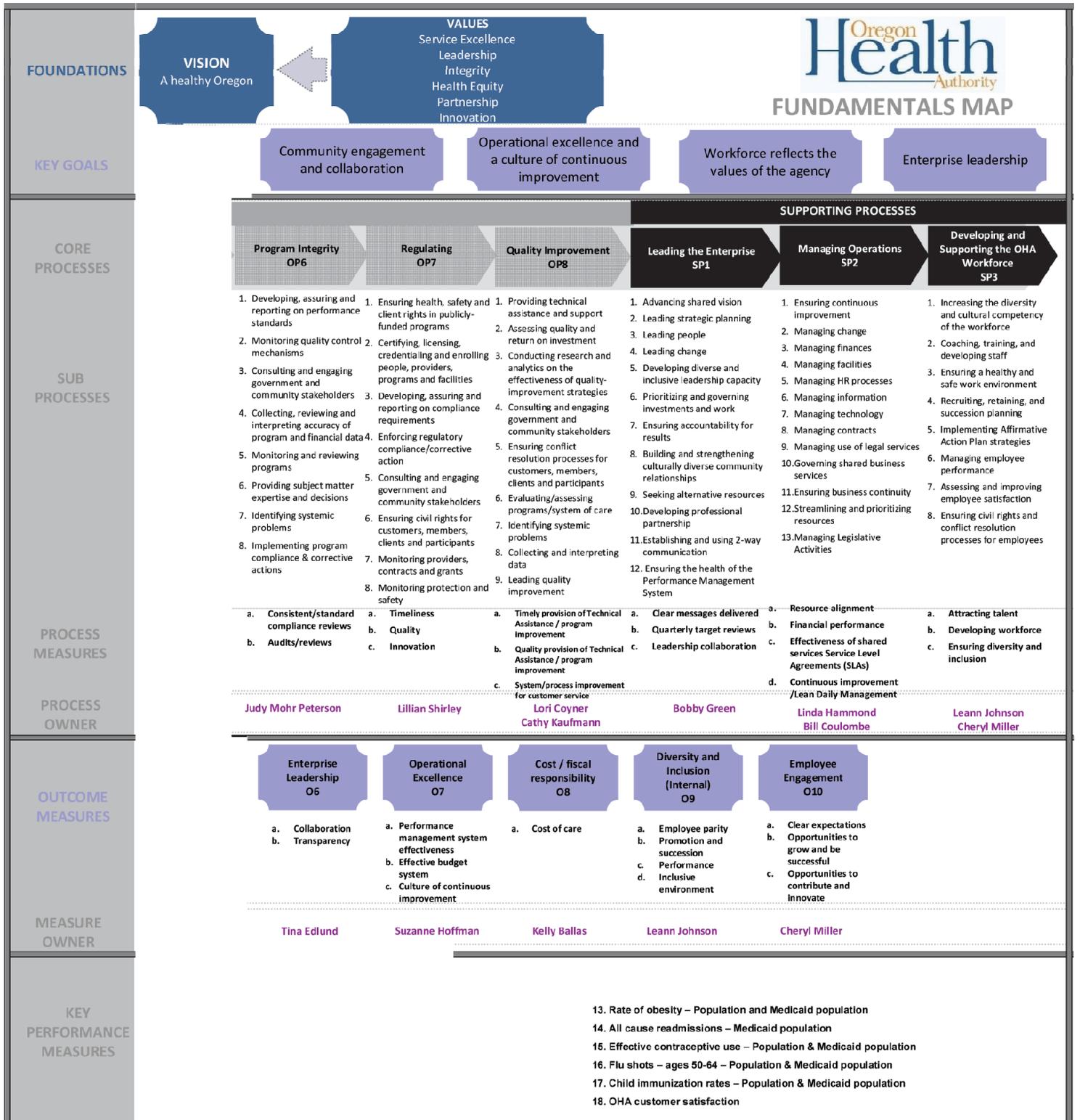
- (1) “Disadvantaged business enterprise” means a small business concern:
 - (a) That is at least 51 percent owned by one or more socially and economically disadvantaged individuals; or
 - (b) For which, in the case of a corporation, at least 51 percent of the stock is owned by one or more socially and economically disadvantaged individuals, and of which the management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.
- (2) “Economically disadvantaged individual” means a socially disadvantaged individual whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to other individuals in the same business area who are not socially disadvantaged individuals.
- (3) “Emerging small business” means an independent business:
 - (a) With its principal place of business located in this state;
 - (b) That qualifies as a tier one firm or a tier two firm;
 - (c) That is properly licensed and legally registered in this state; and
 - (d) That is not a subsidiary or parent company belonging to a group of firms that are owned or controlled by the same individuals if, in the aggregate, the group of firms does not qualify as a tier one firm or a tier two firm.
- (4) “Minority individual” means a person who is a citizen or lawful permanent resident of the United States, who is:
 - (a) Black, having origins in any of the black racial groups of Africa;
 - (b) Hispanic, having Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race;
 - (c) Asian American, having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands;

- (d) Portuguese, having Portuguese, Brazilian or other Portuguese culture or origin, regardless of race;
 - (e) American Indian or Alaska Native, having origins in any of the original peoples of North America; or
 - (f) A member of another group, or another individual who is socially and economically disadvantaged as determined by the Advocate for Minority, Women and Emerging Small Business.
- (5) “Minority or women business enterprise” means a small business concern:
- (a) That is at least 51 percent owned by one or more minority individuals or women; or
 - (b) For which, in the case of a corporation, at least 51 percent of the stock is owned by one or more individuals who are minority individuals or women, and of which the management and daily business operations are controlled by one or more of the minority individuals or women who own it.
- (6) “Responsible bidder” means a bidder who, as determined by the Advocate for Minority, Women and Emerging Small Business, has undertaken both a policy and practice of actively pursuing participation by minority or women business enterprises in all bids, both public and private, submitted by the bidder.
- (7) “Small business concern” means a small business as defined by the United States Small Business Administration in 13 C.F.R. part 121 and in effect on January 1, 2006.
- (8) “Socially disadvantaged individual” means an individual who has been subjected to racial or ethnic prejudice or cultural bias, without regard to individual qualities, because of the individual’s identity as a member of a group.
- (9) “Tier one firm” means a business that employs fewer than 20 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$1.5 million for a business performing construction, as defined in ORS 446.310, or \$600,000 for a business not performing construction.

- (10) “Tier two firm” means a business that employs fewer than 30 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$3 million for a business performing construction, as defined in ORS 446.310, or \$1 million for a business not performing construction.
- (11) “Woman” means a person of the female sex who is a citizen or lawful permanent resident of the United States. [1987 c.893 §2; 1989 c.1043 §1; 1991 c.517 §9; 2001 c.104 §71; 2003 c.794 §213; 2005 c.22 §§150,151; 2005 c.683 §§4,5]

Oregon Health Authority Fundamentals Map





OMH Home | En Español **Funding** Data/Statistics Cultural Competency Health Topics Minority Populations Find: Find

About OMH Content Browser Email Updates

Disparities Efforts [Content Index > Cultural Competency > National Standards on Culturally and Linguistically Appropriate Services \(CLAS\)](#)

Our Services

Offices of Minority Health

Campaigns/Initiatives

Press Releases

Calendar

Employment

Publications

Federal Clearinghouses

Research

Performance/Evaluation

Search Library Catalog

OASH Home

National Standards on Culturally and Linguistically Appropriate Services (CLAS)

The CLAS standards are primarily directed at health care organizations; however, individual providers are also encouraged to use the standards to make their practices more culturally and linguistically accessible. The principles and activities of culturally and linguistically appropriate services should be integrated throughout an organization and undertaken in partnership with the communities being served.

The 14 standards are organized by themes: Culturally Competent Care (Standards 1-3), Language Access Services (Standards 4-7), and Organizational Supports for Cultural Competence (Standards 8-14). Within this framework, there are three types of standards of varying stringency: mandates, guidelines, and recommendations as follows:

- CLAS mandates are current Federal requirements for all recipients of Federal funds (Standards 4, 5, 6, and 7).
- CLAS guidelines are activities recommended by OMH for adoption as mandates by Federal, State, and national accrediting agencies (Standards 1, 2, 3, 8, 9, 10, 11, 12, and 13).
- CLAS recommendations are suggested by OMH for voluntary adoption by health care organizations (Standard 14).

Standard 1
Health care organizations should ensure that patients/consumers receive from all staff member's effective, understandable, and respectful care that is provided in a manner compatible with their cultural health beliefs and practices and preferred language.

Standard 2
Health care organizations should implement strategies to recruit, retain, and promote at all levels of the organization a diverse staff and leadership that are representative of the demographic characteristics of the service area.

Standard 3
Health care organizations should ensure that staff at all levels and across all disciplines receive ongoing education and training in culturally and linguistically appropriate service delivery.

Standard 4
Health care organizations must offer and provide language assistance services, including bilingual staff and interpreter services, at no cost to each patient/consumer with limited English proficiency at all points of contact, in a timely manner during all hours of operation.

Standard 5
Health care organizations must provide to patients/consumers in their preferred language both verbal offers and written notices informing them of their right to receive language assistance services.

Standard 6
Health care organizations must assure the competence of language assistance provided to limited English proficient patients/consumers by interpreters and bilingual staff. Family and friends should not be used to provide interpretation services (except on request by the patient/consumer).

Standard 7
Health care organizations must make available easily understood patient-related materials and post signage in the languages of the commonly encountered groups and/or groups represented in the service area.

Standard 8
Health care organizations should develop, implement, and promote a written strategic plan that outlines clear goals, policies, operational plans, and management accountability/oversight mechanisms to provide culturally and linguistically appropriate services.

Standard 9
Health care organizations should conduct initial and ongoing organizational self-assessments of CLAS-related activities and are encouraged to integrate cultural and linguistic competence-related measures into their internal audits, performance improvement programs, patient satisfaction assessments, and outcomes-based evaluations.

Standard 10
Health care organizations should ensure that data on the individual patient's/consumer's race, ethnicity, and spoken and written language are collected in health records, integrated into the organization's management information systems, and periodically updated.

Standard 11
Health care organizations should maintain a current demographic, cultural, and epidemiological profile of the community as well as a needs assessment to accurately plan for and implement services that respond to the cultural and linguistic characteristics of the service area.

We're in!
We support health equity for all Americans.



[Take the pledge](#)
[Learn about NPA](#)



FYI ...
[Money & More](#)

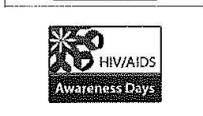
Keep Informed!
[Join Our Mailing List](#)

Need Help?
[Contact Us](#)

HIV/AIDS Prevention Bilingual Glossary (English / Spanish)

Search

[Share this widget](#)



Standard 12

Health care organizations should develop participatory, collaborative partnerships with communities and utilize a variety of formal and informal mechanisms to facilitate community and patient/consumer involvement in designing and implementing CLAS-related activities.

Standard 13

Health care organizations should ensure that conflict and grievance resolution processes are culturally and linguistically sensitive and capable of identifying, preventing, and resolving cross-cultural conflicts or complaints by patients/consumers.

Standard 14

Health care organizations are encouraged to regularly make available to the public information about their progress and successful innovations in implementing the CLAS standards and to provide public notice in their communities about the availability of this information.

For more information, visit:

- [National Standards on Culturally and Linguistically Appropriate Services \(CLAS\) in Health Care \(Final Report\)](#)
- [National Standards for Culturally and Linguistically Appropriate Services in Health Care \(Executive Summary\)](#)
- [Normas nacionales para servicios cultural y lingüísticamente apropiados en la atención sanitaria \(Resumen ejecutivo\)](#)
- [Cultural Competency Site](#)



Discrimination and Harassment Complaint Procedure

Policy Statement

The State of Oregon is committed to a discrimination and harassment free work environment per DAS Policy 50.010.01. The following procedures apply to all employees, interns and volunteers of the Oregon Health Authority (OHA) and the Department of Human Services (DHS) and extend to contractor/vendor and employee interactions, and job candidates. Failure to comply with policy and procedure may result in disciplinary action up to and including dismissal from state service.

Intake

Complaints must be brought to the attention of the Office of Equity and Inclusion (OEI) for OHA, the Office of Equity and Multicultural Services (OEMS) for DHS, any OHA or DHS supervisor or manager, or the Office of Human Resources. If it is determined that a complaint alleges discrimination or harassment on the basis of race, color, religion, sex, marital status, national origin, disability, age, sexual orientation, gender identity, or any other factor applicable by state or federal law, the Office of Equity and Inclusion (OEI) is in charge of processing the complaint for OHA and the Office of Equity and Multicultural Services (OEMS) is in charge of processing the complaint for DHS. If the individual reporting the complaint (complainant) has not completed the *Equal Employment Opportunity Discrimination/Harassment Complaint Form*, the complainant must be advised of this form or avenues available to file a complaint. The submission of this form to any of the parties named above constitutes a formal complaint of discrimination and harassment to OHA or DHS and must be processed per the guidelines set forth in this procedure. **Managers and supervisors are held to a higher standard and must report all allegations of discrimination, harassment or retaliation.**

An investigation may proceed without submission of the *Equal Employment Opportunity Discrimination/Harassment Complaint Form* in some circumstances.

Complaints not initially received by OEI or OEMS must be referred to one of these offices. The Directors of OHA and DHS delegate the investigation of complaints on the basis of race, color, religion, sex, marital status, national origin, disability, age, sexual orientation, gender identity, or any other factor applicable by state or federal law to:

Oregon Health Authority

Office of Equity and Inclusion
421 SW Oak Street, suite 750
Portland, OR 97204
(971) 673-1284
OHA.InternalCivilRights@dhsosha.state.or.us

July 2011/revised 2014

or:
Department of Human Services
Office of Equity and Multicultural Services
500 Summer Street NE, E-15
Salem, OR 97301-1066
(503) 945-7842

Investigation

The jurisdiction of investigation under this procedure includes discrimination or harassment on the basis of race, color, religion, sex, marital status, national origin, disability, age, sexual orientation, gender identity, or any other factors related to protected class applicable by state or federal law. **A complaint that does not claim such bases should be referred to the appropriate supervisor or manager, or to the Office of Human Resources.**

Investigations will be conducted by the Office of Equity and Inclusion for OHA or the Office of Equity and Multicultural Services for DHS. Investigators in these offices are charged to conduct lawful, timely and neutral fact finding related to complaints brought forth under this procedure. Investigators will have full and ready access to all files and documentation to include but not be limited to personnel files, data bases and supervisor/manager files relevant to the complaint. If for any reason the investigator determines that the complaint does not meet the jurisdiction of investigation, the investigator will refer the issue to the appropriate OHA or DHS manager or supervisor, or to the Office of Human Resources. Upon receipt of the complaint it will be reviewed and an investigation plan will be developed. The complainant and respondent will be notified regarding the intent to investigate. An investigation typically entails interviews with the complainant, respondent and witnesses, and document collection and review. Signed, written statements may also be collected. Clarification will be sought with appropriate parties on any unresolved matters. The investigation will culminate in a report with supporting evidence or with a letter of finding.

Informal Resolution or Mediation

In an attempt to informally resolve the concern, the complainant may request a meeting with the individual alleged to have committed the discriminatory act (the respondent).

July 2011/revised 2014

Communication and Reporting

The complainant will be notified first of the intent to investigate the complaint. The respondent will then be notified and provided a summary of the allegations. The supervisor or manager will be involved to the extent necessary. The Director's Office will also be notified that an investigation is underway. Confidentiality will be maintained to the extent that the investigation allows. Information shared will be for the purpose of conducting thorough fact finding. A respondent has the right to know the scope of the complaint in order to have the opportunity to respond to the allegations.

The investigation report will include the allegations, the facts determined in the investigation and findings (whether or not the allegations were substantiated by a preponderance of evidence). A letter of finding may be used in less extensive investigations, for example in cases where only a review of documentation is warranted. The investigator may also generate for the Director or designee recommendations for resolving the issue to accompany the investigation report or letter of finding.

Reconsideration Process

The complainant or respondent may request that a finding be reconsidered if there is a discovery of new information unknown during the time of the investigation

A *Reconsideration Form* must be filed with the OHA Director's Office or the DHS Director's Office within 20 working days of the date that the investigative report or letter of finding was issued. The Director's Office will then determine whether to reopen the investigation or not based upon the information provided in the Reconsideration Form.

For OHA Reconsiderations are to be submitted to:
Director's Office
Oregon Health Authority
500 Summer St. NE
Salem, OR 97301-1097

For DHS Reconsiderations are to be submitted to:
Director's Office
Oregon Department of Human Services
500 Summer St. NE
Salem, OR 97301-1097

July 2011/revised 2014

Implementation of Recommendations or Corrective Action

The Director or designee is responsible for final action. The Director or designee may assign responsibility to an appropriate administrator, manager or supervisor. Nothing in this procedure prevents any person from filing a formal grievance in accordance with a collective bargaining agreement, with the Bureau of Labor and Industries, with the Equal Employment Opportunity Commission, or from seeking private legal counsel.

Timelines

Complaints should be filed as soon as possible and preferably within 30 days of the most recent incident; however, complainants do have up to 180 days to file a complaint. In extraordinary circumstances the 180 day limit may be waived, upon the approval of the OHA Diversity, Inclusion and Civil Rights Executive Manager or the DHS Office of Equity and Multicultural Services Director. Notification to complainant regarding jurisdiction of investigation will be within five working days.

Notification to respondent will be within seven working days.

The investigation should be completed in 60 working days, but can be waived in extraordinary circumstances, upon approval of the OHA Diversity, Inclusion and Civil Rights Executive Manager or the DHS Office of Equity and Multicultural Services Director and with notification to the complainant and respondent.

A reconsideration request to the Director's Office must be submitted within 20 working days of the date that the investigative report or letter of finding was issued.

No Retaliation

Retaliation against any individual who files a complaint, reports inappropriate behavior or participates in an investigation via this procedure is prohibited. Investigation of such complaints would follow the process put forth in this procedure. Any employee found to have engaged in retaliatory action or behavior will be subject to discipline, up to and including dismissal from state service.

Definition of Terms

Complainant:

Individual or individuals filing a complaint and/or the individual or individuals allegedly subjected to workplace harassment or discrimination.

July 2011/revised 2014

Disabilities:

People with disabilities are persons with a physical, mental, or sensory impairment which substantially limits one or more major life activities. An individual is disabled if he or she meets at least one of the following tests: (i) he or she is substantially impaired with respect to a major life activity; or (ii) he or she has a record of such impairment, or (iii) he or she is regarded as having such impairment.

Discrimination:

The process of making a distinction in favor of, or against, a person or persons on the basis of protected class rather than on individual merit. If protected class is taken into account when making a decision regarding an employee, except when it is a bona fide occupational qualification or is otherwise authorized by law, or if a person is harassed based upon protected class, that person has been subjected to discrimination. Employment decisions related to hiring, firing, transferring, promoting, demoting, benefits, compensation, or other terms or conditions of employment that are made because of an employee's protected class are discriminatory.

Gender Identity:

A person's actual or perceived gender identity, regardless of whether the individual's gender identity, appearance, expression or behavior differs from that traditionally associated with the individual's sex at birth.

Harassment:

Unwelcome, unwanted or offensive conduct based on or because of a person's protected class. Harassing behavior has the purpose or effect of unreasonably interfering with an individual's work performance or creating a hostile work environment.

Protected Class:

In addition to those classes listed above, protected class includes pregnancy and pregnancy related conditions; use of federal Family Medical Leave (FMLA) and Oregon Family Leave (OFLA); injured worker status; use of Military Leave; an individual who associates with members of a protected class; an individual who opposes unlawful employment practices, files a complaint, or testifies about violations or possible violations; family relationship; whistleblower; expunged juvenile record; use of Crime Victim leave or Domestic Violence leave.

Respondent:

Individual or individuals accused of a violation of policy.

Sexual Harassment:

July 2011/revised 2014

A form of sex discrimination involving inappropriate introduction into the workplace of sexual activities or comments that demean or otherwise diminish one's self worth on the basis of gender. Sexual harassment includes unwelcome, unwanted, or offensive sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of the individual's employment, or is used as a basis for any employment decision, e.g. granting leave requests, promotion, favorable performance appraisal, etc.; or
2. Such conduct is unwelcome, unwanted or offensive and has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Examples of sexual harassment include but are not limited to: unwelcome, unwanted, or offensive touching or physical contact of a sexual nature, such as, closeness, impeding or blocking movement, assaulting or pinching; gestures; innuendoes; teasing, jokes, and other sexual talk; intimate inquiries; persistent unwanted courting; sexist put-downs or insults; epithets; slurs; or derogatory comments.

Sexual harassment often involves relationships of unequal power.

Sexual Orientation:

An individual's actual or perceived heterosexuality, homosexuality, bisexuality or other sexual identity.

July 2011/revised 2014

Introduction to Workforce Parity

Over the past few decades, many private sector employers have implemented programs to increase the diversity of their workforce. Historically, a focus on diversity has meant the inclusion of people in terms of race and gender, as well as age, ethnicity, religion, and national origin. More recent efforts have also included a desire to identify and remove barriers to employment for people with disabilities. Today, an increasing number of state and local governments, as well as the federal government, are paying greater attention to the goal of promoting diversity and inclusion through more proactive measures to recruit, hire, and provide career opportunities for a multi-cultural, multi-lingual, and multi-generational workforce.

Nationwide, state government agencies employ more than five million full- and part-time workers and are one of the largest employers in numerous communities¹². These jobs range from entry- to high-level professional and technical positions, and wage and benefit packages are often competitive with those in the private sector.

History of Office of Equity & Inclusion Involvement in Workforce Parity:

In 2009, Dr. Bruce Goldberg, Director of the Oregon Department of Human Services (DHS), moved the Office of Multicultural Health (OMH) from the Public Health Division to the DHS Director's Office. At that time, OMH expanded our name to the Office of Multicultural Health and Services (OMHS) and our mission to encompass an agency-wide focus on health and human services. At the same time, the scope of the office expanded to include Equal Employment Opportunity and Affirmative Action functions, including regular workforce parity reports that inform OHA leadership on the demographic makeup of OHA staff and its approximate parity to Oregon's population by job class.

In 2011, with the creation of the Oregon Health Authority, our name changed to the Office of Equity and Inclusion (OEI), and we transitioned to the new agency. The scope of our office continues to encompass equity in all aspects of the Oregon Health Authority, including regular workforce parity reports to department leadership. These reports articulate, for example, whether the diversity of the Oregon Health Authority (OHA) employees is roughly equal (parity) to the diversity of people of color in Oregon's population by job class. Additionally, these parity comparisons are available for women and people with disabilities, while also providing a snapshot of workforce demographic changes over time.

¹² U.S. Census Bureau. 2008 Survey of the States. Retrieved from: <http://www2.census.gov/govs/apes/08stus.txt>.

Limitations & Considerations

Currently, OEI's workforce parity report, termed the Diversity Development Plan Report, generates its parity score for women, people of color, and people with disabilities based on a parity numbers generated for a 1990's governor's report. Due to data limitations on State of Oregon employees, the parity data was last updated using the 1990 US Census. In 2012, efforts to update parity began and the work continues. With over 38,000 employees, the concept for a new, more-useful HRIS system is being designed and will require the legislative process to implement across the State of Oregon enterprise. Once implemented, the new HRIS system will have updated parity each time the US census is collected². These parity numbers are based on 1990 census data, but no other information is available on how these numbers were calculated. This lack of methodological information makes replication with updated Census data impossible. Besides the inability to update based on current state demographics, the use of the existing parity numbers is subject to several additional limitations and considerations:

Limitations:

Dated Data

Given that OHA's current parity numbers are purportedly based on 1990 census data, it is difficult for OEI to feel confident generating a report documenting reflective of 2014 recruitment, hiring, and retention strategies. This limits the ability to accurately and effectively strategize around recruitment, hiring, and retention practices and policies.

Considerations:

Job Classes

Job classes A-E are currently addressed in the OEI Diversity Development Report. However, if moving to a report auto-generated by Oregon's Employment Department we will be limited to examine parity outcomes for only classes A-C. This will result in OEI being unable to compare parity findings for two of OHA's biggest and most diverse employee pools: Nonsupervisory (class E) and Office Assistant/Specialist (class F).

Employed Pool vs. Labor Pool

We are uncertain if the data currently used is reflective of Oregon's pool of individuals employed in the state's government or those in the state's healthcare workforce.

Options for Moving Forward

OEI is exploring options as prescribed by best practices research in employment equity, inclusion, and diversity. To date OEI has connected with Oregon's Employment Department; the Federal Regional Office of Civil Rights in Seattle, WA; Oregon's Governor's Office of Diversity, Inclusion, & Affirmative Action; and researchers in the area of employee diversity. These conversations will help to form OEI's strategy moving forward for its calculation and dissemination of OHA workforce parity numbers¹³.

¹³ Office of the Governor - Diversity & Inclusion/Affirmative Action, June 2014.

OR- Oregon Health Authority (Agency)

Summary

Trend: Gender

At 65%, the overall percentage of women in the workforce is consistently above 53% parity.

The 62% of women in management is well above 37% parity.

Trends are stable for percent of women overall and in management.

No noteworthy changes since January 2011.

Trend: People of Color

At 19%, the overall percentage of people of color in the workforce is above 11% parity.

The 7% of people of color in management is below 12% parity.

Trends are stable for percent of people of color overall.

Trend: People with Disabilities

At 2%, people with disabilities in the workforce are consistently below 4% parity.

The 2% of people with disabilities in management is consistently below 4% parity.

Trends are stable for percent of people with disabilities overall and in management.

No noteworthy changes since January 2011.

Job categories

Noteworthy under-utilization of **Women** in Computer Analyst and Supervisory/Coordinator.

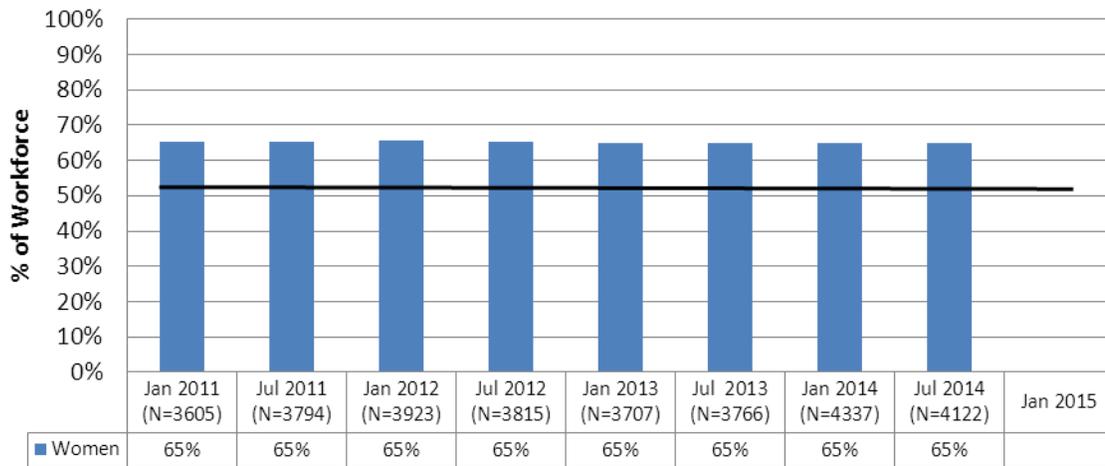
Noteworthy under-utilization of **People of Color** in Upper Management and Social Services.

Noteworthy under-utilization of **People with Disabilities** in Upper Management, Nurse/Health, Social Science/Planner/Researcher, Computer Analyst, Program Coordinator/Analyst, Nonsupervisory, Admin Specialist/Support Service, Service/Maintenance and overall Total across all of OHA.

OR-OHA (Agency) Workforce Composition 2010-14



Women



At 65%, the overall percentage of women in the workforce is consistently above 53% parity.

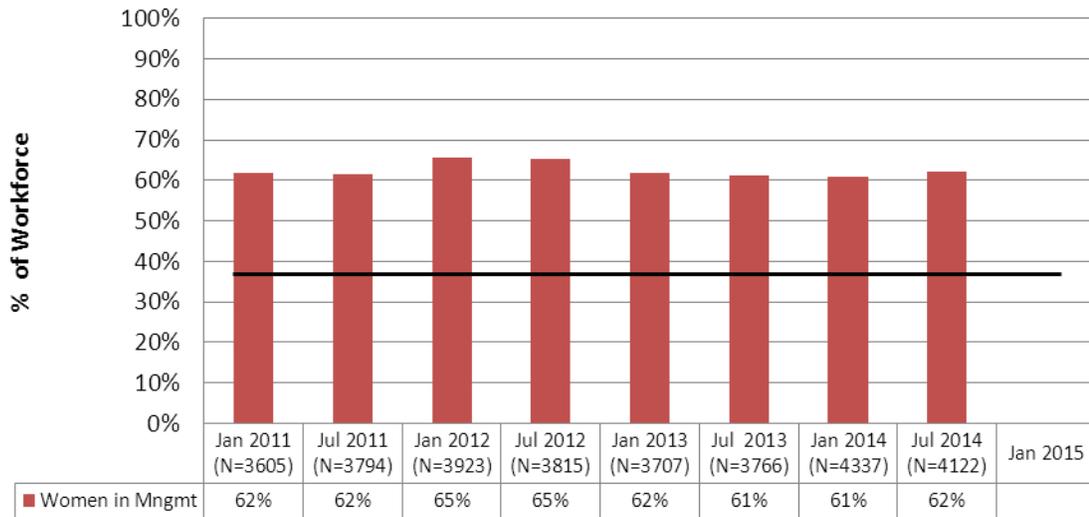
Trends are stable for % of women overall.

No noteworthy changes since January 2014.

OR-OHA (Agency) Workforce Composition 2010-14



Women in Management



At 62%, the overall percentage of women in the workforce is consistently above 37% parity.

Trends are stable for % of women in management.

No noteworthy changes since January 2014.

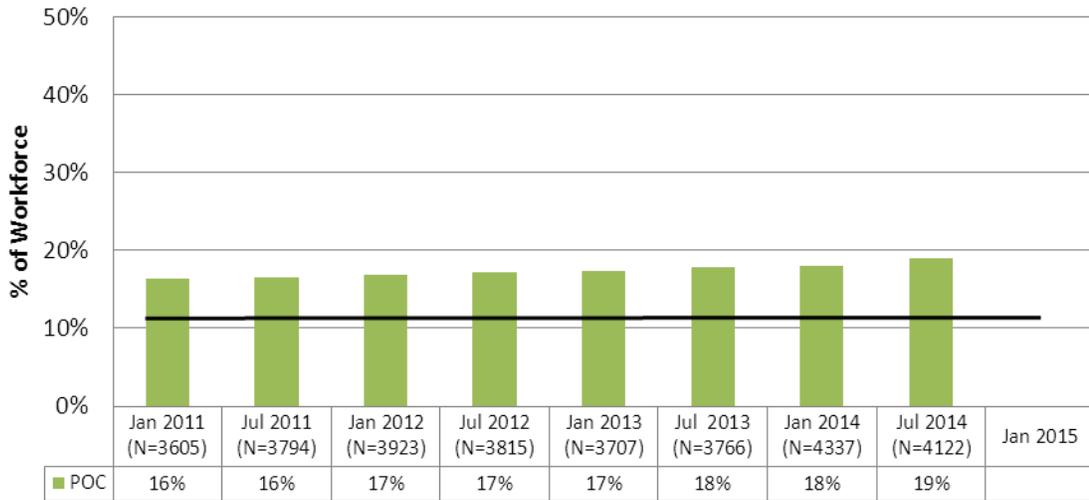
OHA Agency Parity (----)			
	Women	PoC	PwD
All	53.3%	10.6%	3.7%
Management	37.3%	12.3%	3.7%

Note: Parity calculations based off of 1990 US Census Data – interpret with caution this 2014 report.

OR-OHA (Agency) Workforce Composition 2010-14



People of Color



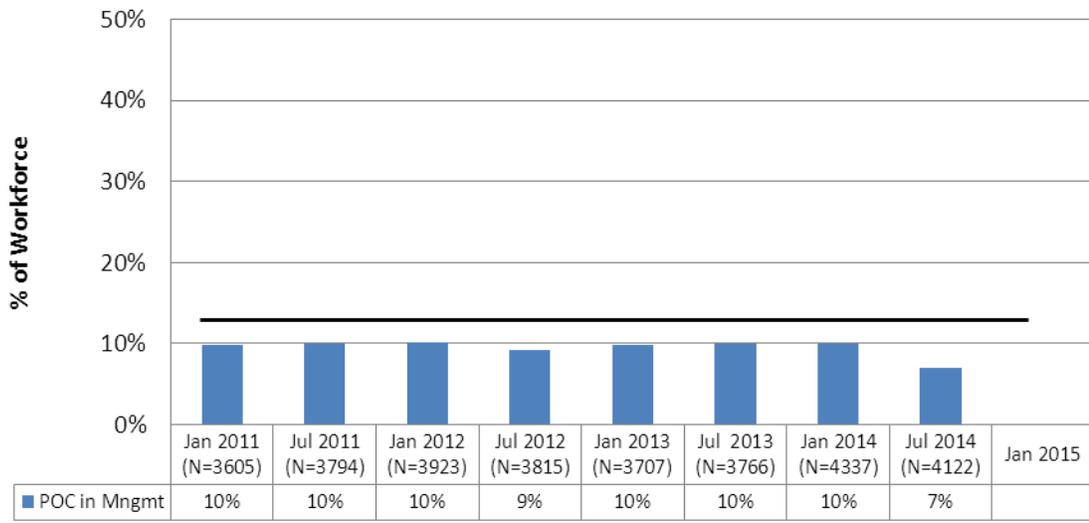
At 19%, the overall percentage of people of color in the workforce is above 11% parity.

Trends are stable for % of people of color overall.

OR-OHA (Agency) Workforce Composition 2010-14



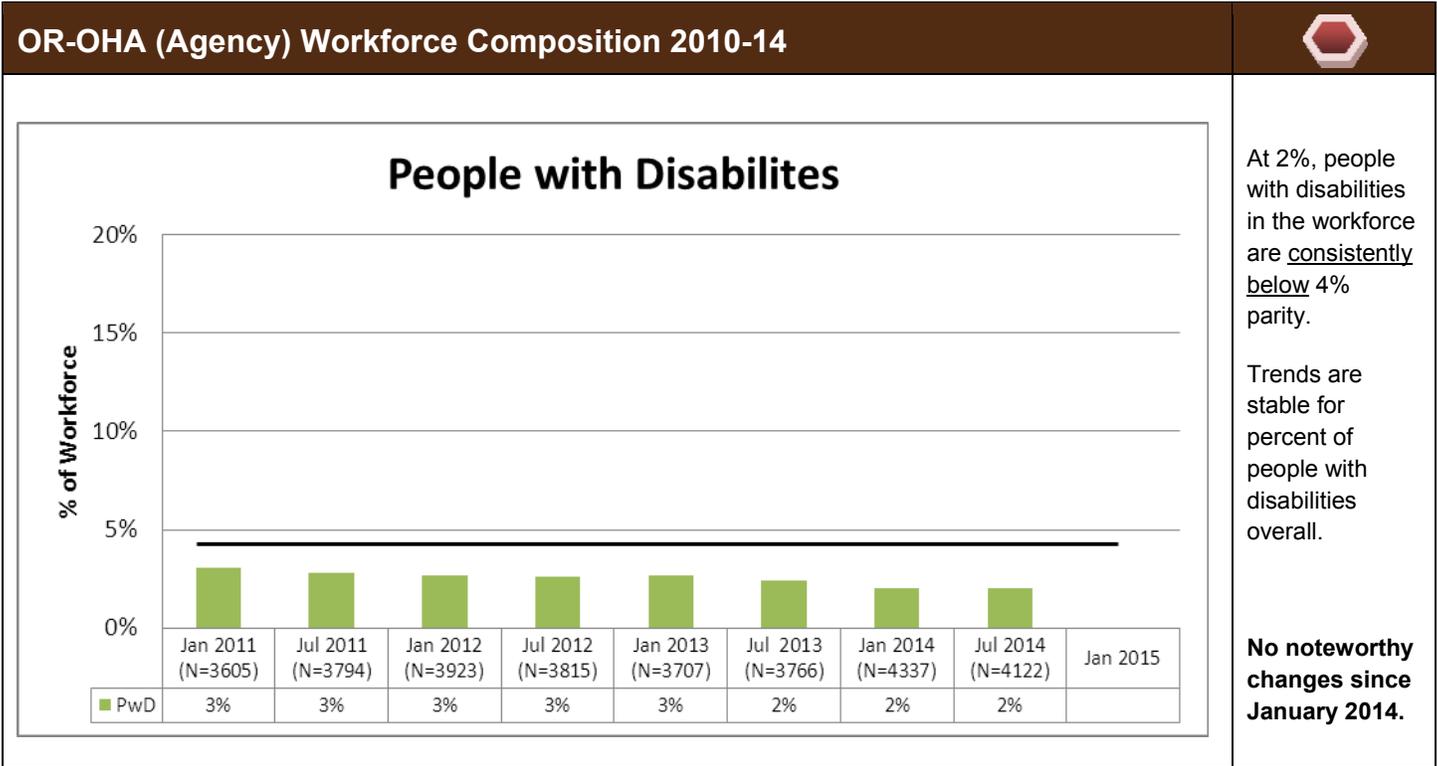
People Color in Management



The 7% of people of color in management is below 12% parity.

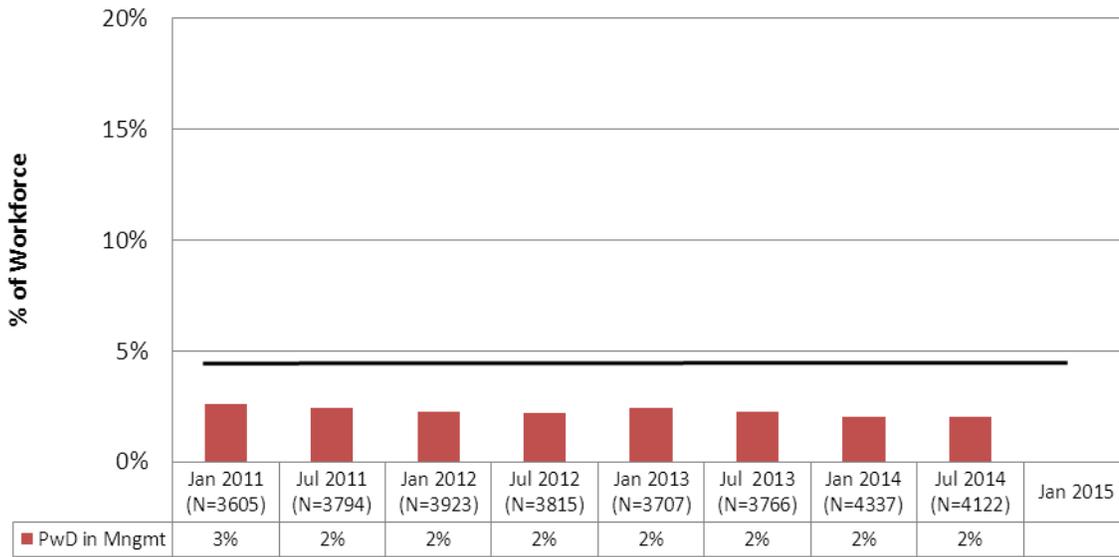
OHA Agency Parity (----)			
	Women	PoC	PwD
All	53.3%	10.6%	3.7%
Management	37.3%	12.3%	3.7%

Note: Parity calculations based off of 1990 US Census Data – interpret with caution this 2014 report.



People with Disabilities in Management

changes since
January 2014.



OHA Agency Parity* (----)			
	Women	PoC	PwD
All	53.3%	10.6%	3.7%
Management	37.3%	12.3%	3.7%

Note: Parity calculations based off of 1990 US Census Data – interpret with caution this 2014 report.

Footnotes

Management: Management service comprises all positions not in the unclassified or exempt service.

Workforce: The employees of a specified agency.

Parity – (occupational parity): The representation of women, minorities and persons with disabilities in particular occupational categories in the recruiting area. This is set by the Oregon Governor’s Affirmative Action Office and has generally been accepted as a primary basis for defining affirmative action goals and utilization. Parity data was last updated using the 1990 US Census, no other information is available on how these numbers were calculated.

Over/Under: The amount of workforce utilization / representation expressed as the disparate number of employees. Negative numbers indicate a lower number of protected class employees than occupational parity would predict.

Percent (%) of expected: The number of employees over or under represented in the workforce divided by the expected number of employees based on occupational parity. A dot (*) indicates that there are too few members to reliably compute a percentage.

Noteworthy: Indicates level of the over/under goal for the workforce:



The workforce composition is at or above parity



The workforce composition is below parity by one indicator



The workforce composition is below parity with more than one indicator



The numbers presented are too small to support statistical determination of under representation

**SUMMARY – WOMEN IN THE WORKFORCE
OR-OHA (Agency)
2014 – Q4**

EEO Job Class	Total Employees	Women Workforce	Over/Under Goal	Percent of Expected	Noteworthy
A01. Middle Management (SR 24-30)	30	23	10	178%	
A02. Upper Management (SR 31+)	229	141	57	168%	
B01. Engineer/Architect	12	5	4	339%	
B02. Communication/Editor	18	15	8	200%	
B03. Teacher/Education	30	24	6	135%	
B04. Nurse/Health	566	413	15	104%	
B05. Physician/Dentist/Veterinarian	42	17	3	121%	
B06. Food Service Manager	15	11	3	139%	
B07. Purchasing Agent/Analyst	11	9	4	189%	
B08. Natural Resource	55	34	20	246%	
B09. Social Science/Planner/Researcher	138	78	18	129%	
B10. Personnel/Employment	32	22	4	119%	
B11. Inspector/Compliance/Investigator	57	38	11	139%	
B12. Computer Analyst	321	101	-3	97%	
B14. Librarian/Archival Specialist	1	1	0	142%	
B15. Accounting/Finance/Revenue	50	37	11	140%	
B16. Program Coordinator/Analyst	516	387	175	182%	

EEO Job Class	Total Employees	Women Workforce	Over/Under Goal	Percent of Expected	Noteworthy
B17. Social Services	54	38	6	117%	
C01. Health	122	100	8	109%	
C04. Computer	4	1	0	69%	
C05. Audio-Visual	2	1	0	123%	
E01. Nonsupervisory	980	636	67	112%	
E02. Supervisory/Coordinator	12	4	-3	57%	
F01. Office Assistant/Specialist	154	132	24	122%	
F02. Accounting	8	7	1	124%	
F03. Office Manager/M Vehicle Rep	1	1	0	142%	
F04. Adm Specialist/Support Svc Supv	375	338	74	128%	
F05. Other Support Specialist	9	7	1	111%	
G05. Mechanic/Boiler Operator	8	0	-1	0%	
G06. Trades	17	0	-2	0%	
G08. Skilled Crafts (SR 18+)	12	4	2	207%	
H01. Service/Maintenance	229	92	5	106%	
H02. Service/Maintenance	12	1	-4	22%	
Total	4122	2718	522	124%	

NOTE: Column values may not add to total due to rounding.

**SUMMARY – PEOPLE OF COLOR IN THE WORKFORCE
OR-OHA (Agency)
2014 – Q4**

EEO Job Class	Total Employees	People of Color Workforce	Over/Under Goal	Percent of Expected	Noteworthy
A01. Middle Management (SR 24-30)	30	2	-2	49%	
A02. Upper Management (SR 31+)	229	17	-11	61%	
B01. Engineer/Architect	12	0	-2	0%	
B02. Communication/Editor	18	1	-1	62%	
B03. Teacher/Education	30	2	-1	69%	
B04. Nurse/Health	566	72	8	113%	
B05. Physician/Dentist/Veterinarian	42	10	5	209%	
B06. Food Service Manager	15	0	-1	0%	
B07. Purchasing Agent/Analyst	11	0	-1	0%	
B08. Natural Resource	55	9	5	227%	
B09. Social Science/Planner/Researcher	138	38	24	275%	
B10. Personnel/Employment	32	7	3	189%	
B11. Inspector/Compliance/Investigator	57	6	0	98%	
B12. Computer Analyst	321	55	13	132%	
B14. Librarian/Archival Specialist	1	0	0	0%	
B15. Accounting/Finance/Revenue	50	10	4	154%	
B16. Program Coordinator/Analyst	516	64	15	131%	
B17. Social Services	54	6	-3	71%	
C01. Health	122	24	7	143%	

EEO Job Class	Total Employees	People of Color Workforce	Over/Under Goal	Percent of Expected	Noteworthy
C04. Computer	4	2	2	394%	
C05. Audio-Visual	2	0	0	0%	
E01. Nonsupervisory	980	293	197	305%	
E02. Supervisory/Coordinator	12	0	-1	0%	
F01. Office Assistant/Specialist	154	27	12	181%	
F02. Accounting	8	1	0	129%	
F03. Office Manager/M Vehicle Rep	1	0	0	0%	
F04. Adm Specialist/Support Svc Supv	375	91	55	250%	
F05. Other Support Specialist	9	3	2	344%	
G05. Mechanic/Boiler Operator	8	1	0	167%	
G06. Trades	17	1	0	83%	
G08. Skilled Crafts (SR 18+)	12	0	-1	0%	
H01. Service/Maintenance	229	55	28	207%	
H02. Service/Maintenance	12	0	-1	0%	
Total	4122	797	357	181%	

NOTE: Column values may not add to total due to rounding.

**SUMMARY – PEOPLE WITH DISABILITIES IN THE WORKFORCE
OR-OHA (Agency)
2014 – Q4**

EEO Job Class	Total Employees	People with Disabilities Workforce	Over/Under Goal	Percent of Expected	Noteworthy
A01. Middle Management (SR 24-30)	30	0	-2	0%	
A02. Upper Management (SR 31+)	229	4	-10	29%	
B01. Engineer/Architect	12	0	-1	0%	
B02. Communication/Editor	18	0	-1	0%	
B03. Teacher/Education	30	0	-2	0%	
B04. Nurse/Health	566	3	-31	9%	
B05. Physician/Dentist/Veterinarian	42	1	-2	40%	
B06. Food Service Manager	15	0	-1	0%	
B07. Purchasing Agent/Analyst	11	0	-1	0%	
B08. Natural Resource	55	1	-2	30%	
B09. Social Science/Planner/Researcher	138	4	-4	48%	
B10. Personnel/Employment	32	0	-2	0%	
B11. Inspector/Compliance/Investigator	57	0	-3	0%	
B12. Computer Analyst	321	7	-12	36%	
B14. Librarian/Archival Specialist	1	0	0	0%	
B15. Accounting/Finance/Revenue	50	1	-2	33%	
B16. Program Coordinator/Analyst	516	7	-24	23%	
B17. Social Services	54	0	-3	0%	
C01. Health	122	1	-6	14%	

EEO Job Class	Total Employees	People with Disabilities Workforce	Over/Under Goal	Percent of Expected	Noteworthy
C04. Computer	4	0	0	0%	
C05. Audio-Visual	2	0	0	0%	
E01. Nonsupervisory	980	12	-47	20%	
E02. Supervisory/Coordinator	12	0	-1	0%	
F01. Office Assistant/Specialist	154	6	-3	65%	
F02. Accounting	8	1	1	208%	
F03. Office Manager/M Vehicle Rep	1	0	0	0%	
F04. Adm Specialist/Support Svc Supv	375	11	-12	49%	
F05. Other Support Specialist	9	0	-1	0%	
G05. Mechanic/Boiler Operator	8	0	-1	0%	
G06. Trades	17	1	0	98%	
G08. Skilled Crafts (SR 18+)	12	1	0	139%	
H01. Service/Maintenance	229	2	-12	15%	
H02. Service/Maintenance	12	0	-1	0%	
Total	4122	63	-184	25%	

NOTE: Column values may not add to total due to rounding.

Diversity Development Recommendations

Division/District/Program Action Plan

Progress/Setbacks/Achievements

Progress

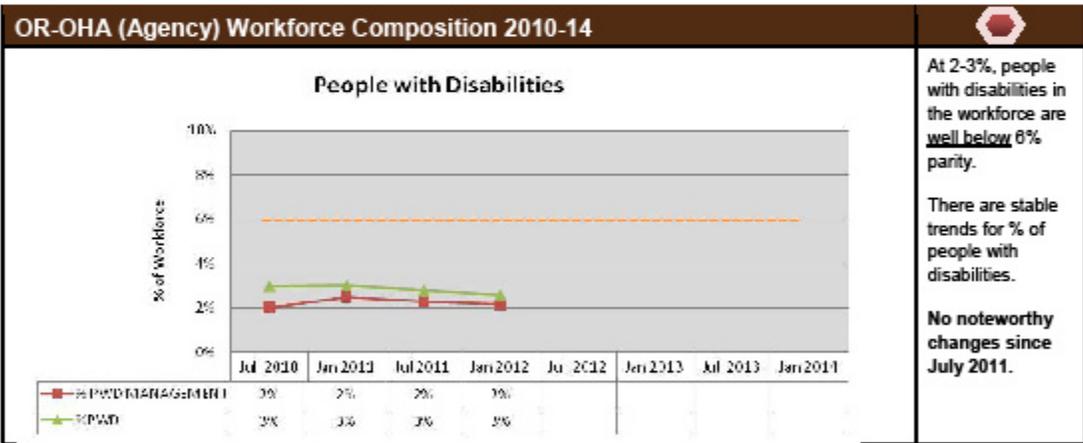
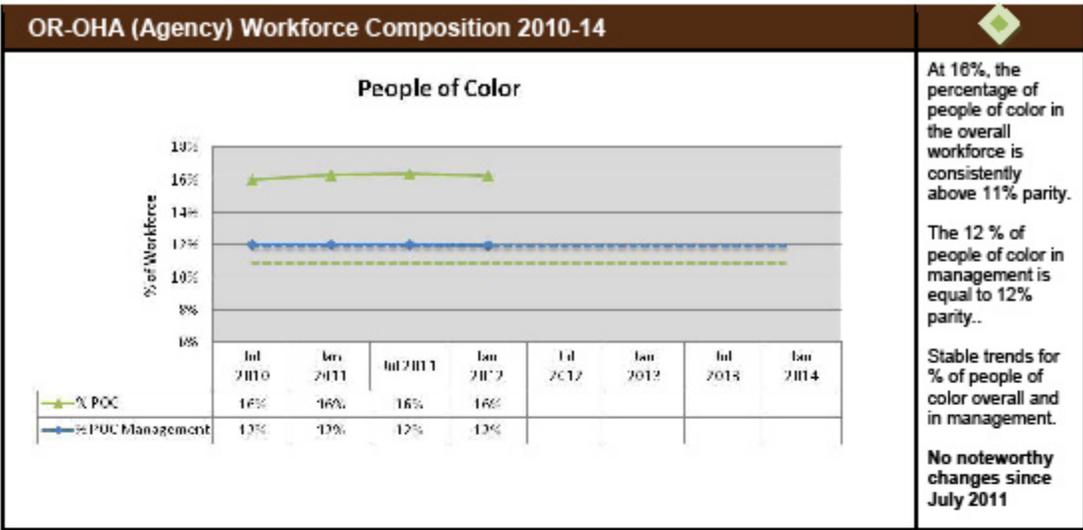
- ... Diversity Recruitment process officially adopted and in testing phase

Setbacks

- ... Management
 - o Decrease in percentage of People in Color in management, 10% down to 7%
- ... Job Classes
 - o Decreased number of job classes showing parity:
 - Women – Computer Analyst
 - People with Disabilities – Office Assistant/Specialist; Admin Specialist/Support Service; Total across OHA

Achievements

...



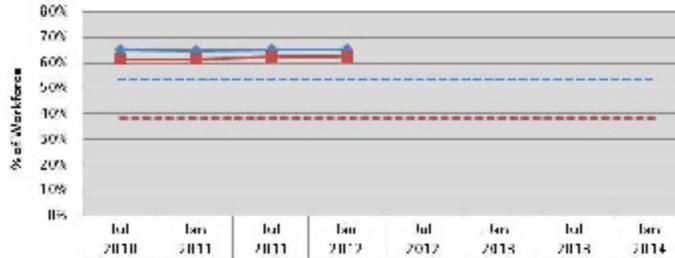
All OHA Agency Parity (- - - -)		
POC	PWD	Women
11%	6%	53%

Management OHA Agency Parity (- - - -)		
POC	PWD	Women
12%	6%	38%

OR-OHA (Agency) Workforce Composition 2010-14



Women



At 65%, the overall percentage of women in the workforce is above 53% parity.

The 61 % of women in management is well above 38% parity.

There are stable trends for % of women overall and in management.

No noteworthy changes since July 2011.

* Trend data for % of women in workforce not available from current source.

All OHA Agency Parity (- - - -)		
POC	PWD	Women
11%	6%	53%

Management OHA Agency Parity (- - - -)		
POC	PWD	Women
12%	6%	38%

**SUMMARY – WOMEN IN THE WORKFORCE
OR-OHA (Agency)
2011 – Q4**

EEO_JOB	Total Employees	Women WorkForce	Over_Under Goal	Percent_of Expected	Noteworthy
A01. Middle Management (SR 24-30)	42	28	10	155%	
A02. Upper Management (SR 31+)	229	131	47	156%	
B01. Engineer/Architect	12	4	3	.	
B02. Communication/Editor	23	20	10	209%	
B03. Teacher/Education	28	24	7	144%	
B04. Nurse/Health	579	431	23	106%	
B05. Physician/Dentist/Veterinarian	42	18	4	128%	
B06. Food Service Manager	17	12	3	133%	
B07. Purchasing Agent/Analyst	13	8	2	142%	
B08. Natural Resource	62	35	19	225%	
B09. Social Science/Planner/Researcher	145	79	16	125%	
B10. Personnel/Employment	29	25	8	150%	
B11. Inspector/Compliance/Investigator	39	27	8	144%	
B12. Computer Analyst	284	92	0	100%	
B15. Accounting/Finance/Revenue	44	31	8	133%	
B16. Program Coordinator/Analyst	458	334	146	177%	
B17. Social Services	59	36	1	102%	
C01. Health	116	93	5	106%	
C04. Computer	4	2	1	.	
C05. Audio-Visual	3	1	0	.	
E01. Nonsupervisory	851	531	37	107%	
E02. Supervisory/Coordinator	17	6	-4	61%	
F01. Office Assistant/Specialist	164	147	32	128%	
F02. Accounting	15	13	2	123%	
F04. Adm Specialist/Support Svc Supv	337	312	75	132%	
F05. Other Support Specialist	14	11	1	112%	
G05. Mechanic/Boiler Operator	11	0	-1	.	
G06. Trades	17	0	-2	.	

EEO_JOB	Total Employees	Women WorkForce	Over_Under Goal	Percent_of Expected	Noteworthy
G08. Skilled Crafts (SR 18+)	11	4	2	.	
H01. Service/Maintenance	247	109	16	117%	
H02. Service/Maintenance	9	1	-2	.	
Total	3923	2567	477	123%	

**SUMMARY – PEOPLE OF COLOR IN THE WORKFORCE
OR-OHA (Agency)
2011 – Q4**

EEO_JOB	Total Employees	People of Color WorkForce	Over_Under Goal	Percent_of Expected	Noteworthy
A01. Middle Management (SR 24-30)	42	2	-4	35%	
A02. Upper Management (SR 31+)	229	19	-9	68%	
B01. Engineer/Architect	12	1	0	.	
B02. Communication/Editor	23	2	0	.	
B03. Teacher/Education	28	2	-1	.	
B04. Nurse/Health	579	71	6	109%	
B05. Physician/Dentist/Veterinarian	42	10	5	.	
B06. Food Service Manager	17	0	-1	.	
B07. Purchasing Agent/Analyst	13	0	-1	.	
B08. Natural Resource	62	8	4	.	
B09. Social Science/Planner/Researcher	145	29	15	200%	
B10. Personnel/Employment	29	3	0	.	
B11. Inspector/Compliance/Investigator	39	5	1	.	
B12. Computer Analyst	284	42	5	114%	
B15. Accounting/Finance/Revenue	44	11	5	192%	
B16. Program Coordinator/Analyst	458	57	13	131%	
B17. Social Services	59	3	-6	32%	
C01. Health	116	21	5	131%	
C04. Computer	4	1	0	.	
C05. Audio-Visual	3	0	0	.	
E01. Nonsupervisory	851	223	140	267%	

EEO_JOB	Total Employees	People of Color WorkForce	Over_Under Goal	Percent_of Expected	Noteworthy
E02. Supervisory/Coordinator	17	0	-1	.	
F01. Office Assistant/Specialist	164	20	4	126%	
F02. Accounting	15	6	5	.	
F04. Adm Specialist/Support Svc Supv	337	65	32	199%	
F05. Other Support Specialist	14	3	2	.	
G05. Mechanic/Boiler Operator	11	1	0	.	
G06. Trades	17	1	0	.	
G08. Skilled Crafts (SR 18+)	11	0	-1	.	
H01. Service/Maintenance	247	56	27	195%	
H02. Service/Maintenance	9	1	0	.	
Total	3923	663	244	158%	

**SUMMARY – PEOPLE WITH DISABILITIES IN THE WORKFORCE
OR-OHA (Agency)
2011 – Q4**

EEO_JOB	Total Employees	People With Disabilities WorkForce	Over_Under Goal	Percent_of Expected	Noteworthy
A01. Middle Management (SR 24-30)	42	3	0	.	
A02. Upper Management (SR 31+)	229	6	-8	44%	
B01. Engineer/Architect	12	0	-1	.	
B02. Communication/Editor	23	0	-1	.	
B03. Teacher/Education	28	0	-2	.	
B04. Nurse/Health	579	4	-31	12%	
B05. Physician/Dentist/Veterinarian	42	1	-2	.	
B06. Food Service Manager	17	0	-1	.	
B07. Purchasing Agent/Analyst	13	1	0	.	
B08. Natural Resource	62	2	-2	.	
B09. Social Science/Planner/Researcher	145	4	-5	46%	
B10. Personnel/Employment	29	2	0	.	
B11. Inspector/Compliance/Investigator	39	0	-2	.	

EEO_JOB	Total Employees	People With Disabilities WorkForce	Over_Under Goal	Percent_of Expected	Noteworthy
B12. Computer Analyst	284	14	-3	82%	
B15. Accounting/Finance/Revenue	44	2	-1	.	
B16. Program Coordinator/Analyst	458	8	-19	29%	
B17. Social Services	59	0	-4	.	
C01. Health	116	3	-4	43%	
C04. Computer	4	0	0	.	
C05. Audio-Visual	3	0	0	.	
E01. Nonsupervisory	851	12	-39	24%	
E02. Supervisory/Coordinator	17	0	-1	.	
F01. Office Assistant/Specialist	164	16	6	163%	
F02. Accounting	15	0	-1	.	
F04. Adm Specialist/Support Svc Supv	337	20	0	99%	
F05. Other Support Specialist	14	0	-1	.	
G05. Mechanic/Boiler Operator	11	0	-1	.	
G06. Trades	17	1	0	.	
G08. Skilled Crafts (SR 18+)	11	1	0	.	
H01. Service/Maintenance	247	4	-11	27%	
H02. Service/Maintenance	9	0	-1	.	
Total	3923	104	-131	44%	

Footnotes:

Management: Salary range 24 and above in any EEO job class..

Workforce: The employees of a specified agency.

Parity – (occupational parity): The representation of women, minorities and persons with disabilities in particular occupational categories in the recruiting area. This is set by the Oregon Governor's Affirmative Action Office and has generally been accepted as a primary basis for defining affirmative action goals and utilization.

Over_Under: The amount of workforce utilization / representation expressed as the disparate number of employees. Negative numbers indicate a lower number of protected class employees than occupational parity would predict.

Percent (%) of expected: The number of employees over or under represented in the workforce divided by the expected number of employees based on occupational parity. A dot (.) indicates that there are too few members to reliably compute a percentage.

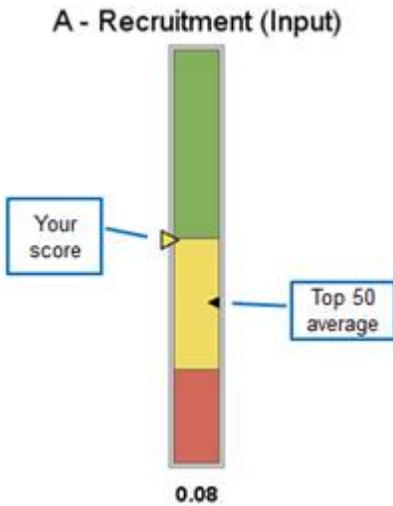
Noteworthy: Workforce count is below expectation.  Indicates that the count is considered low by one statistical rule, and red  indicates that it is below by two rules. Green  indicates that the workforce composition is at or above occupational parity.

Diversity Development Recommendations
Division/District/Program Action Plan
Progress/Setbacks/Achievements

2013 DiversityInc Report Card for The Oregon Health Authority

DiversityInc's new report card is a progress- and goal-oriented report. It features key performance indicators (KPIs) in four areas: Talent Pipeline, Equitable Talent Development, CEO/Upper-Management Commitment and Supplier Diversity.

Below is a diagram on how to read each KPI.



The number appearing at the bottom of each KPI is your score relative to the DiversityInc Top 50, on a scale between -1 and +1.

The report card below each KPI provides heat-map indicators of your performance versus all participants and versus the DiversityInc Top 50. The trend column tracks the last two years versus the DiversityInc Top 50. Benchmarking customers will see an additional column comparing them with an index of three or more companies of their choice. The full Benchmarking report includes gender and race reported separately, cross-tabbed with age.

Talent Pipeline Summary vs. Top 50

A - Recruitment (Input)



B - Diameter of Existing Talent



C - Structure



Talent Pipeline Details

A - Workforce Age Breakdown

01a- Workforce Age Breakdown

	2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
Bla < 25	3.70				
25 - 34	22.22				
35 - 44	31.11				
45 - 54	25.19				
55 - 64	17.04				
>= 65	0.74				
Lat < 25	11.94				
25 - 34	26.87				
35 - 44	29.85				
45 - 54	21.64				
55 - 64	8.58				
>= 65	1.12				
Asi < 25	5.45				
25 - 34	20.73				
35 - 44	31.64				
45 - 54	26.91				
55 - 64	13.45				
>= 65	1.82				
Fem < 25	5.88				
25 - 34	18.42				
35 - 44	24.73				
45 - 54	26.38				
55 - 64	21.79				
>= 65	2.80				
Mal < 25	5.06				
25 - 34	17.58				
35 - 44	25.03				
45 - 54	26.20				
55 - 64	23.46				
>= 65	2.67				

A - Recruitment (Input)

01b- New Hires vs. Workforce (Ratio)

	2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
Bla	1.57	Green	Green	Black	Grey
Bla Fem	1.15	Black	Black	Black	Black
Bla Mal	2.65	Black	Black	Black	Black
Lat	1.27	Yellow	Green	Black	Grey
Lat Fem	1.17	Black	Black	Black	Black
Lat Mal	1.35	Black	Black	Black	Black
Asi	0.93	Yellow	Red	Black	Grey
Asi Fem	1.09	Black	Black	Black	Black
Asi Mal	0.70	Black	Black	Black	Black
Fem	1.02	Yellow	Green	Black	Grey

02- New Hires into Top 3 Levels vs. Top 3 Levels (Ratio)

Bla	2.31	Green	Green	Black	Grey
Lat	2.31	Green	Green	Black	Grey
Asi	1.87	Green	Yellow	Black	Grey
Fem	0.69	Yellow	Red	Black	Grey

03- Recruitment vs. Involuntary Turnover (Ratio)

Bla	2.75	Green	Green	Black	Grey
Lat	0.73	Yellow	Yellow	Black	Grey
Asi	1.65	Yellow	Green	Black	Grey
Fem	1.15	Green	Green	Black	Grey

B - Diameter of Existing Talent

04- Top 3 Levels vs. Mgmt (Ratio)

	2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
Bla	1.12	Green	Green	Black	Grey
Lat	0.90	Green	Green	Black	Grey
Asi	1.02	Green	Green	Black	Grey
Fem	0.97	Green	Green	Black	Grey

05- Promotion into Mgmt vs. Mgmt (Ratio)

Bla	0.00	Red	Red	Black	Grey
Lat	0.00	Red	Red	Black	Grey
Asi	0.00	Red	Red	Black	Grey
Fem	1.03	Yellow	Red	Black	Grey

06- Promotion in Mgmt vs. Mgmt (Ratio)

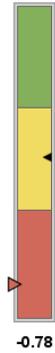
Bla	0.00	Red	Red	Black	Grey
Bla Fem	0.00	Black	Black	Black	Black
Bla Mal	0.00	Black	Black	Black	Black
Lat	0.00	Red	Red	Black	Grey
Lat Fem	0.00	Black	Black	Black	Black
Lat Mal	0.00	Black	Black	Black	Black
Asi	0.00	Red	Red	Black	Grey
Asi Fem	0.00	Black	Black	Black	Black
Asi Mal	0.00	Black	Black	Black	Black
Fem	1.04	Yellow	Yellow	Black	Grey

C - Structure

	2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
07- Executive Involvement in Mentoring (Y/N)	All	N	70.4%	94.0%	█
08- % of Managers in Mentoring	All			█	
09- % of CEO Direct Reports that are Exec Sponsors of Res Groups	All	0.00%		█	
10- % of Employees in Res Groups	All			█	
11- Mentee Representation vs Mentor Representation (Ratio)	Bla			█	
	Lat			█	
	Asi			█	
	Fem			█	

Equitable Talent Development vs. Top 50

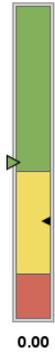
A - Effective Development Programs



B - Movement



C - Fairness



Equitable Talent Development Details

A - Effective Development Programs

		2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
01- Res Groups used for Mentoring (Y/N)	All	N	79.4%	98.0%	██████	
02- Res Groups used for Recruiting(Y/N)	All	N	79.0%	98.0%	██████	
03- Res Groups used for Marketing Efforts (Y/N)	All	N	75.1%	98.0%	██████	
04- Res Groups used to Assist in Diverse Training (Y/N)	All	N	64.7%	92.0%	██████	
05- % of Managers in Mentoring	All		██████	██████	██████	██████
06- Measure Promotions of Res Group Members (Y/N)	All	N	39.4%	38.0%	██████	
07- Measure Retention of Res Group Members (Y/N)	All	N	40.4%	36.0%	██████	
08- Measure Engagement of Res Group Members (Y/N)	All	N	57.5%	76.0%	██████	
09- Council Establishes Diversity Goals/Metrics (Y/N)	All	Y	66.3%	86.0%	██████	

B - Movement

		2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
10- Promotion into Mgmt vs. Workforce (Ratio)	Bla	0.00				
	Lat	0.00				
	Asi	0.00				
	Fem	1.02				
11- Promotion into Mgmt vs. Mgmt (Ratio)	Bla	0.00				
	Lat	0.00				
	Asi	0.00				
	Fem	1.03				
12- Promotion in Mgmt vs. Mgmt (Ratio)	Bla	0.00				
	Lat	0.00				
	Asi	0.00				
	Fem	1.04				
13- % of Mgmt Promoted	Bla	0.00				
	Lat	0.00				
	Asi	0.00				
	Fem	0.05				
14- Promotions in Top 3 Levels vs. Top 3 Levels (Ratio)	Bla	0.00				
	Lat	0.00				
	Asi	0.00				
	Fem	1.09				

C - Fairness

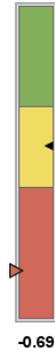
		2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
15- Mgmt Promotions vs. Voluntary Turnover (Ratio)	Bla	0.00				
	Lat	0.00				
	Asi	0.00				
	Fem	0.98				
16- Recruitment vs. Involuntary Turnover (Ratio)	Bla	2.75				
	Lat	0.73				
	Asi	1.65				
	Fem	1.15				

CEO/Upper Management Commitment vs. Top 50

A - Quality of Accountability



B - Executive Involvement



C - Representation



CEO/Upper Management Commitment Details

A - Quality of Accountability

		2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
01- Diversity Goals Are Part of Performance Reviews (Y/N)	All	N	72.4%	90.0%	█	
01a- Exec Compensation linked to Diversity Metrics (Y/N)	All	N	█	█	█	█
01b- % of Exec Compensation tied to Diversity	All		█	█	█	█
02- Procurement-Mgmt Comp Tied to Supp-Diversity Results (Y/N)	All	N	55.3%	92.0%	█	
03- Sr Advisory Position at Orgs Focused on Underrep Groups (Y/N)	All	N	48.4%	70.0%	█	
04- % of Revenue Spent on Philanthropy	All	0.00%	█	█	█	█
04a- % of Sr Execs (Levels 1 & 2) on Boards of Multicultural Orgs	All		█	█	█	█
04b- % of Philanthropy on Ethnic, LGBT, and/or Disability Grps	All	0.00%	█	█	█	█

		2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
B - Executive Involvement						
05- CEO Meets Regularly with Res Groups (Y/N)	All	N	64.5%	92.0%		
06- Exec Sponsor for each Res Group (Y/N)	All	N	94.5%	94.0%		
06a- % of CEO Dir Rpts that are Exec Sponsors for Res Groups	All	0.00%				
07- Level 1 Participates in Mentoring (Y/N)	All	N	63.1%	86.0%		
08- Level 2 Participates in Mentoring (Y/N)	All	N	70.4%	94.0%		
09- Level 3 Participates in Mentoring (Y/N)	All	N	72.7%	98.0%		
10- Has an Exec Diversity Council (Y/N)	All	Y				
10a- CEO Chairs Executive Diversity Council (Y/N)	All	N				
11- Council Has Diversity Goals and Metrics	All	Y				
11a- How often Council Meets	All	2.00				
11b- Exec Compensation is tied to Council Goals	All	N				
11c- % of Council Members Participating in Mentoring	All	0.00				
12- Head of Diversity Council Reports to CEO	All	N				

C - Representation

		2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
13- Board of Directors Representation	Bla					
	Bla Fem	0.00				
	Bla Mal	0.00				
	Lat					
	Lat Fem	0.00				
	Lat Mal	0.00				
	Asi					
	Asi Fem	0.00				
	Asi Mal	0.00				
	Fem					
14- Level 1 (%)	Bla	3.36				
	Bla Fem	3.68				
	Bla Mal	2.94				
	Lat	1.26				
	Lat Fem	2.21				
	Lat Mal	0.00				
	Asi	2.52				
	Asi Fem	3.68				
	Asi Mal	0.98				
	Fem	56.60				
15- Level 2 (%)	Bla	5.00				
	Bla Fem	7.41				
	Bla Mal	0.00				
	Lat	0.00				
	Lat Fem	0.00				
	Lat Mal	0.00				
	Asi	0.00				
	Asi Fem	0.00				
	Asi Mal	0.00				
	Fem	67.50				
16- Diversity Council Representation	Bla	33.33				
	Lat	0.00				
	Asi	11.11				
	Fem	88.89				

Supplier Diversity vs. Top 50

A - Quality of Program



B - Developing Suppliers



C - Effective Strategies



Supplier Diversity Details

A - Quality of Program

			2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
01- Tier-I (%)	MBE						
	WBE						
	LGBT						
	Dsbl						
	DVet						
02- Procurement-Mgmt Comp Tied to Supp-Diversity Results (Y/N)	All	N	55.3%	92.0%			
03- Includes Supp-Diversity Info in RFPs and/or Vendor Contracts (Y/N)	All	Y	80.0%	98.0%			

B - Developing Suppliers

			2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
04- Tier-II (%)	MBE						
	WBE						
	LGBT						
	Dsbl						
	DVet						
05- Requires a % of Vendors Contractors to be Diverse Supps (Y/N)	All	N	37.5%	60.0%			
06- Have Incentives for Suppliers to Accomplish Goals (Y/N)	All	N					
07- Has Formal Ext Training or Mentoring Pgms for Diverse Supps (Y/N)	All	Y	51.6%	74.0%			
08- Provides Financial Education for Diverse Supps (Y/N)	All	N					
09- Provides Financial Assistance for Diverse Supps (Y/N)	All	N					

C - Effective Strategies

			2013 Value	Vs. All	Vs. Top 50	Vs. Index	Trend
10- Presents to BoD on Supp Diversity Results (Y/N)	All	N					
11- Integrates Diversity Initiatives into Goals (Y/N)	All	Y					
12- Audits Supp Diversity Numbers (Y/N)	All	N					
13- Supp Diversity Dept. Meets with Corp. Communications (Y/N)	All	N					
14- Sponsors Scholarships or Education Advmt for Diverse Supps (Y/N)	All	N	36.1%	52.0%			
15- Works with NMSDC (Y/N)	All	N	60.6%	56.0%			
16- Works with WBENC (Y/N)	All	N	52.0%	50.0%			
17- Works with NGLCC (Y/N)	All	N	23.9%	30.0%			
18- Works with USBLN (Y/N)	All	N	11.2%	22.0%			

Appendix B — Summaries of federal and state laws

Summaries of federal and state laws

Source	Name	Where to find it
29 U.S.C. § 621	Age Discrimination in Employment Act of 1967	http://www.eeoc.gov/laws/statutes/adea.cfm
42 USC § 12101	Disability Discrimination Act Title I of the Americans with Disabilities Act of 1990	http://www.ada.gov/pubs/adastatute08.htm
29 U.S.C. § 206	Equal Pay and Compensation Discrimination Equal Pay Act of 1963	http://www.eeoc.gov/laws/statutes/epa.cfm
42 USC § 2000e	Title VII of Civil Rights Act 1964 <ul style="list-style-type: none"> - Equal Pay Discrimination - Sexual Harassment Discrimination - National Origin Discrimination - Pregnancy Discrimination - Race/Color Discrimination - Religion Discrimination - Retaliation Discrimination - Sex-based Discrimination 	http://www.eeoc.gov/laws/statutes/titlevii.cfm

42 USC § 2000FF	Title II of Genetic Information Nondiscrimination Act of 2008	http://www.eeoc.gov/laws/statutes/gina.cfm
-----------------	---	---

Appendix C — Definitions of EEO-4 job categories

EEO job group definitions

A — OFFICIALS/ADMINISTRATORS

Occupations in which employees set broad policies; exercise overall responsibility for execution of these policies; direct individual departments or special phases of the agency’s operations; or provide specialized consultation on a regional, district, or area basis. Includes: departmental heads; bureau chiefs; division chiefs; directors; deputy directors; controllers; examiners; wardens; superintendents; inspectors; and kindred workers.

B — PROFESSIONALS

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: Personnel and labor relations workers; social workers; doctors; dietitians; psychologists; registered nurses; economists; lawyers; systems analysts; accountants; engineers; employment and vocational counselors; teachers and instructors; and kindred workers.

C — TECHNICIANS

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized postsecondary school education or through equivalent on-the-job training. Includes: computer programmers and operators; drafters; surveyors; licensed practical nurses; photographers; radio operators; technical illustrators; highway technicians; technicians (medical, dental, electronic, physical sciences); assessors; inspectors; police and fire sergeants; and kindred workers.

D — PROTECTIVE SERVICE WORKERS

Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police patrol officers; fire fighters; guards; deputy sheriffs; bailiffs; correctional officers; detectives; marshals; harbor patrol officers; and kindred workers.

E — PARAPROFESSIONALS

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a “new careers” concept.

Includes: library assistants; research assistants; medical aids; child support workers; police auxiliary; welfare service aides; recreation assistants; homemaker aides; home health aides; and kindred workers.

F — OFFICE/CLERICAL

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. Includes: bookkeepers; messengers; office machine operators; clerk/typists; stenographers; court transcribers; hearings reporters; statistical clerks; dispatchers; license distributors; payroll clerks; and kindred workers.

G — SKILLED CRAFT WORKERS

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training program. Includes: mechanics and repairers; electricians; heavy equipment operators; stationary engineers; heavy equipment operators; stationary engineers; skilled machining occupations; carpenters; compositors and typesetters; and kindred workers.

H — SERVICE/MAINTENANCE

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public, or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs; laundry and dry cleaning operatives; truck drivers; bus drivers; garage laborers; custodial personnel; gardeners and grounds keepers; refuse collectors; construction laborers; and kindred workers.

EEO JOB GROUP CODES WITH DHS/OHA CLASSIFICATION GROUPS

A01	MIDDLE MANAGEMENT (SR 24-30)	X7000	PRINCIPAL EXECUTIVE/MANAGER A
A01	MIDDLE MANAGEMENT (SR 24-30)	X7002	PRINCIPAL EXECUTIVE/MANAGER B
A01	MIDDLE MANAGEMENT (SR 24-30)	X7004	PRINCIPAL EXECUTIVE/MANAGER C
A01	MIDDLE MANAGEMENT (SR 24-30)	Y7500	BOARD AND COMMISSION MEMBER
A02	UPPER MANAGEMENT (SR 31+)	X7006	PRINCIPAL EXECUTIVE/MANAGER D
A02	UPPER MANAGEMENT (SR 31+)	Z7006	PRINCIPAL EXECUTIVE/MANAGER D
A02	UPPER MANAGEMENT (SR 31+)	X7008	PRINCIPAL EXECUTIVE/MANAGER E
A02	UPPER MANAGEMENT (SR 31+)	Z7008	PRINCIPAL EXECUTIVE/MANAGER E
A02	UPPER MANAGEMENT (SR 31+)	X7010	PRINCIPAL EXECUTIVE/MANAGER F
A02	UPPER MANAGEMENT (SR 31+)	Z7010	PRINCIPAL EXECUTIVE/MANAGER F
A02	UPPER MANAGEMENT (SR 31+)	X7012	PRINCIPAL EXECUTIVE/MANAGER G
A02	UPPER MANAGEMENT (SR 31+)	Z7012	PRINCIPAL EXECUTIVE/MANAGER G
A02	UPPER MANAGEMENT (SR 31+)	X7014	PRINCIPAL EXECUTIVE/MANAGER H
A02	UPPER MANAGEMENT (SR 31+)	Z7014	PRINCIPAL EXECUTIVE/MANAGER H
A02	UPPER MANAGEMENT (SR 31+)	Z7016	PRINCIPAL EXECUTIVE/MANAGER I
A02	UPPER MANAGEMENT (SR 31+)	Z7018	PRINCIPAL EXECUTIVE/MANAGER J
B01		C3411	ENGINEER/ARCHITECT ENVIRONMENTAL ENGINEER 2
B01		C3412	ENGINEER/ARCHITECT ENVIRONMENTAL ENGINEER 3
B01		X3618	ENGINEER/ARCHITECT HEALTH FACILITIES CONSULTANT
B02	COMMUNICATION/EDITOR	C0865	PUBLIC AFFAIRS SPECIALIST 2
B02	COMMUNICATION/EDITOR	X0865	PUBLIC AFFAIRS SPECIALIST 2
B02	COMMUNICATION/EDITOR	C0866	PUBLIC AFFAIRS SPECIALIST 3
B02	COMMUNICATION/EDITOR	X0866	PUBLIC AFFAIRS SPECIALIST 3
B03	TEACHER/EDUCATION	C2319	INSTITUTION TEACHER-BA
B03	TEACHER/EDUCATION	C2320	INSTITUTION TEACHER-MA
B03	TEACHER/EDUCATION	C2327	PUBLIC HEALTH EDUCATOR 1
B03	TEACHER/EDUCATION	C2328	PUBLIC HEALTH EDUCATOR 2
B03	TEACHER/EDUCATION	X2380	PASTORAL EDUCATION COORDINATOR

B04 NURSE/HEALTH C3432 PUBLIC HEALTH TOXICOLOGIST
 B04 NURSE/HEALTH X3432 PUBLIC HEALTH TOXICOLOGIST
 B04 NURSE/HEALTH C5707 INDUSTRIAL HYGIENIST 3
 B04 NURSE/HEALTH C5708 INDUSTRIAL HYGIENIST 4
 B04 NURSE/HEALTH C5902 COMM DISEASE INVESTIGATOR
 B04 NURSE/HEALTH C6208 MENTAL HEALTH REGISTERED NURSE
 B04 NURSE/HEALTH X6209 MENTAL HEALTH SUPERVISING RN
 B04 NURSE/HEALTH C6210 MEDICAL REVIEW COORDINATOR
 B04 NURSE/HEALTH X6211 QUALITY ASSURANCE COORDINATOR
 B04 NURSE/HEALTH C6216 EPIDEMIOLOGIST 1
 B04 NURSE/HEALTH C6217 EPIDEMIOLOGIST 2
 B04 NURSE/HEALTH C6218 CLINICAL EPIDEMIOLOGIST
 B04 NURSE/HEALTH C6219 RN EPIDEMIOLOGIST
 B04 NURSE/HEALTH X6219 RN EPIDEMIOLOGIST
 B04 NURSE/HEALTH C6226 STAFF DEVELOPMENT NURSE
 B04 NURSE/HEALTH C6228 PUBLIC HEALTH NURSE 1
 B04 NURSE/HEALTH C6229 PUBLIC HEALTH NURSE 2
 B04 NURSE/HEALTH X6241 NURSE MANAGER
 B04 NURSE/HEALTH C6255 NURSE PRACTITIONER
 B04 NURSE/HEALTH C6260 PHARMACIST
 B04 NURSE/HEALTH X6264 PHARMACY MANAGER 1
 B04 NURSE/HEALTH X6265 PHARMACY MANAGER 2
 B04 NURSE/HEALTH X6268 CLINICAL DIETICIAN
 B04 NURSE/HEALTH X6269 CHIEF CLINICAL DIETICIAN
 B04 NURSE/HEALTH C6503 PHYSICAL THERAPIST
 B04 NURSE/HEALTH X6505 PHYSICAL THERAPY PROGRAM MGR
 B04 NURSE/HEALTH C6508 OCCUPATIONAL THERAPIST
 B04 NURSE/HEALTH C6520 RECREATIONAL SPECIALIST
 B04 NURSE/HEALTH C6521 REHABILITATION THERAPIST
 B04 NURSE/HEALTH X6524 REHABILITATION THERAPY PRG MGR
 B04 NURSE/HEALTH C6531 MENTAL HEALTH SPECIALIST
 B05 PHYSICIAN/DENTIST/VERTERINARN X6445 PUBLIC HEALTH VETERINARIAN
 B05 PHYSICIAN/DENTIST/VERTERINARN U7510 DENTIST
 B05 PHYSICIAN/DENTIST/VERTERINARN Z7512 SUPERVISING DENTIST B
 B05 PHYSICIAN/DENTIST/VERTERINARN U7517 PHYSICIAN SPECIALIST
 B05 PHYSICIAN/DENTIST/VERTERINARN Z7517 PHYSICIAN SPECIALIST
 B05 PHYSICIAN/DENTIST/VERTERINARN Z7518 SUPERVISING PHYSICIAN
 B05 PHYSICIAN/DENTIST/VERTERINARN U7520 CONSULTING PHYSICIAN
 B05 PHYSICIAN/DENTIST/VERTERINARN U7538 MEDICAL CONSULTANT
 B05 PHYSICIAN/DENTIST/VERTERINARN Z7539 SR MEDICAL CONSULTANT
 B05 PHYSICIAN/DENTIST/VERTERINARN Z7540 PUBLIC SERVICE PHYSICIAN
 B05 PHYSICIAN/DENTIST/VERTERINARN Z7572 PUBLIC HEALTH PHYSICIAN 2
 B06 FOOD SERVICE MANAGER C5955 NUTRITION CONSULTANT
 B06 FOOD SERVICE MANAGER X9105 FOOD SERVICE MANAGER 1
 B06 FOOD SERVICE MANAGER X9107 FOOD SERVICE MANAGER 2
 B07 PURCHASING AGENT/ANALYST C0435 PROCUREMENT AND CONTRACT ASST
 B07 PURCHASING AGENT/ANALYST C0436 PROCUREMENT & CONTRACT SPEC 1
 B07 PURCHASING AGENT/ANALYST C0437 PROCUREMENT & CONTRACT SPEC 2
 B07 PURCHASING AGENT/ANALYST C0438 PROCUREMENT & CONTRACT SPEC 3
 B08 NATURAL RESOURCE C3717 CHEMIST 3
 B08 NATURAL RESOURCE C3780 MICROBIOLOGIST 2
 B08 NATURAL RESOURCE C3781 MICROBIOLOGIST 3
 B08 NATURAL RESOURCE C3817 ENVIRONMENTAL HLTH SPECIALST 1
 B08 NATURAL RESOURCE C3819 ENVIRONMENTAL HLTH SPECIALST 3
 B08 NATURAL RESOURCE C8501 NATURAL RESOURCE SPECIALIST 1
 B08 NATURAL RESOURCE C8503 NATURAL RESOURCE SPECIALIST 3
 B08 NATURAL RESOURCE C8504 NATURAL RESOURCE SPECIALIST 4
 B08 NATURAL RESOURCE C8505 NATURAL RESOURCE SPECIALIST 5
 B08 NATURAL RESOURCE X8505 NATURAL RESOURCE SPECIALIST 5
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C1115 RESEARCH ANALYST 1
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C1116 RESEARCH ANALYST 2
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C1117 RESEARCH ANALYST 3
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C1118 RESEARCH ANALYST 4
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR X1118 RESEARCH ANALYST 4
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR X1163 ECONOMIST 3
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR X1164 ECONOMIST 4
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C1190 ACTUARY
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR X1190 ACTUARY
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR Z1190 ACTUARY
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C6294 CLINICAL PSYCHOLOGIST 1
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C6295 CLINICAL PSYCHOLOGIST 2
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C6296 BEHAVIOR/VOCATIONAL SPEC 1
 B09 SOCIAL SCIENCE/PLANNER/RESRCHR C6297 BEHAVIOR/VOCATIONAL SPEC 2

B09 SOCIAL SCIENCE/PLANNER/RESRCHR C6614 COMMUNITY OUTREACH SPECIALIST
 B10 PERSONNEL/EMPLOYMENT X1319 HUMAN RESOURCE ASSISTANT
 B10 PERSONNEL/EMPLOYMENT X1320 HUMAN RESOURCE ANALYST 1
 B10 PERSONNEL/EMPLOYMENT X1321 HUMAN RESOURCE ANALYST 2
 B10 PERSONNEL/EMPLOYMENT X1322 HUMAN RESOURCE ANALYST 3
 B10 PERSONNEL/EMPLOYMENT C1338 TRAINING & DEVELOPMENT SPEC 1
 B10 PERSONNEL/EMPLOYMENT X1338 TRAINING & DEVELOPMENT SPEC 1
 B10 PERSONNEL/EMPLOYMENT C1339 TRAINING & DEVELOPMENT SPEC 2
 B10 PERSONNEL/EMPLOYMENT X1339 TRAINING & DEVELOPMENT SPEC 2
 B10 PERSONNEL/EMPLOYMENT C1345 SAFETY SPECIALIST 1
 B10 PERSONNEL/EMPLOYMENT X1345 SAFETY SPECIALIST 1
 B10 PERSONNEL/EMPLOYMENT C1346 SAFETY SPECIALIST 2
 B10 PERSONNEL/EMPLOYMENT X1346 SAFETY SPECIALIST 2
 B11 INSPECTOR/COMPLIANCE/INVESTGTR C5232 INVESTIGATOR 2
 B11 INSPECTOR/COMPLIANCE/INVESTGTR C5233 INVESTIGATOR 3
 B11 INSPECTOR/COMPLIANCE/INVESTGTR X5233 INVESTIGATOR 3
 B11 INSPECTOR/COMPLIANCE/INVESTGTR C5246 COMPLIANCE SPECIALIST 1
 B11 INSPECTOR/COMPLIANCE/INVESTGTR C5247 COMPLIANCE SPECIALIST 2
 B11 INSPECTOR/COMPLIANCE/INVESTGTR C5248 COMPLIANCE SPECIALIST 3
 B11 INSPECTOR/COMPLIANCE/INVESTGTR X5248 COMPLIANCE SPECIALIST 3
 B12 COMPUTER ANALYST C1483 INFO SYSTEMS SPECIALIST 3
 B12 COMPUTER ANALYST C1484 INFO SYSTEMS SPECIALIST 4
 B12 COMPUTER ANALYST C1485 INFO SYSTEMS SPECIALIST 5
 B12 COMPUTER ANALYST C1486 INFO SYSTEMS SPECIALIST 6
 B12 COMPUTER ANALYST X1486 INFO SYSTEMS SPECIALIST 6
 B12 COMPUTER ANALYST C1487 INFO SYSTEMS SPECIALIST 7
 B12 COMPUTER ANALYST C1488 INFO SYSTEMS SPECIALIST 8
 B12 COMPUTER ANALYST X1488 INFO SYSTEMS SPECIALIST 8
 B13 ATTORNEY/HEARINGS OFFICER C1511 ADMINISTRATIVE LAW JUDGE 2
 B14 LIBRARIAN/ARCHIVAL SPECIALIST C2220 LIBRARIAN
 B15 ACCOUNTING/FINANCE/REVENUE C1215 ACCOUNTANT 1
 B15 ACCOUNTING/FINANCE/REVENUE C1216 ACCOUNTANT 2
 B15 ACCOUNTING/FINANCE/REVENUE C1217 ACCOUNTANT 3
 B15 ACCOUNTING/FINANCE/REVENUE C1218 ACCOUNTANT 4
 B15 ACCOUNTING/FINANCE/REVENUE X1218 ACCOUNTANT 4
 B15 ACCOUNTING/FINANCE/REVENUE C1243 FISCAL ANALYST 1
 B15 ACCOUNTING/FINANCE/REVENUE X1243 FISCAL ANALYST 1
 B15 ACCOUNTING/FINANCE/REVENUE C1244 FISCAL ANALYST 2
 B15 ACCOUNTING/FINANCE/REVENUE X1244 FISCAL ANALYST 2
 B15 ACCOUNTING/FINANCE/REVENUE C1245 FISCAL ANALYST 3
 B15 ACCOUNTING/FINANCE/REVENUE X1245 FISCAL ANALYST 3
 B15 ACCOUNTING/FINANCE/REVENUE X5616 INTERNAL AUDITOR 1
 B15 ACCOUNTING/FINANCE/REVENUE X5617 INTERNAL AUDITOR 2
 B15 ACCOUNTING/FINANCE/REVENUE X5618 INTERNAL AUDITOR 3
 B15 ACCOUNTING/FINANCE/REVENUE C5642 FISCAL AUDITOR 2
 B15 ACCOUNTING/FINANCE/REVENUE C5647 GOVERNMENTAL AUDITOR 2
 B16 PROGRAM COORDINATOR/ANALYST C0427 REHABILITATION INDUSTRIES REP
 B16 PROGRAM COORDINATOR/ANALYST Z0833 SUPV EXECUTIVE ASSISTANT
 B16 PROGRAM COORDINATOR/ANALYST C0854 PROJECT MANAGER 1
 B16 PROGRAM COORDINATOR/ANALYST X0854 PROJECT MANAGER 1
 B16 PROGRAM COORDINATOR/ANALYST C0855 PROJECT MANAGER 2
 B16 PROGRAM COORDINATOR/ANALYST X0855 PROJECT MANAGER 2
 B16 PROGRAM COORDINATOR/ANALYST X0856 PROJECT MANAGER 3
 B16 PROGRAM COORDINATOR/ANALYST C0860 PROGRAM ANALYST 1
 B16 PROGRAM COORDINATOR/ANALYST X0860 PROGRAM ANALYST 1
 B16 PROGRAM COORDINATOR/ANALYST C0861 PROGRAM ANALYST 2
 B16 PROGRAM COORDINATOR/ANALYST X0861 PROGRAM ANALYST 2
 B16 PROGRAM COORDINATOR/ANALYST C0862 PROGRAM ANALYST 3
 B16 PROGRAM COORDINATOR/ANALYST X0862 PROGRAM ANALYST 3
 B16 PROGRAM COORDINATOR/ANALYST C0863 PROGRAM ANALYST 4
 B16 PROGRAM COORDINATOR/ANALYST X0863 PROGRAM ANALYST 4
 B16 PROGRAM COORDINATOR/ANALYST C0870 OPERATIONS & POLICY ANALYST 1
 B16 PROGRAM COORDINATOR/ANALYST X0870 OPERATIONS & POLICY ANALYST 1
 B16 PROGRAM COORDINATOR/ANALYST C0871 OPERATIONS & POLICY ANALYST 2
 B16 PROGRAM COORDINATOR/ANALYST X0871 OPERATIONS & POLICY ANALYST 2
 B16 PROGRAM COORDINATOR/ANALYST C0872 OPERATIONS & POLICY ANALYST 3
 B16 PROGRAM COORDINATOR/ANALYST X0872 OPERATIONS & POLICY ANALYST 3
 B16 PROGRAM COORDINATOR/ANALYST C0873 OPERATIONS & POLICY ANALYST 4
 B16 PROGRAM COORDINATOR/ANALYST X0873 OPERATIONS & POLICY ANALYST 4
 B16 PROGRAM COORDINATOR/ANALYST Z0873 OPERATIONS & POLICY ANALYST 4
 B17 SOCIAL SERVICES C5926 DISABILITY ANALYST 1
 B17 SOCIAL SERVICES C5927 DISABILITY ANALYST 2
 B17 SOCIAL SERVICES C6612 SOCIAL SERVICE SPECIALIST 1

B17 SOCIAL SERVICES C6613 SOCIAL SERVICES SPECIALIST 2
 B17 SOCIAL SERVICES C6616 ADULT PROTECTIVE SERVICE SPEC
 B17 SOCIAL SERVICES C6630 HUMAN SERVICES CASE MANAGER
 B17 SOCIAL SERVICES C6646 VOC REHAB COUNSELOR-ENTRY
 B17 SOCIAL SERVICES C6647 VOC REHABILITATION COUNSELOR
 B17 SOCIAL SERVICES C6648 VOC REHABILITATION SPECIALIST
 B17 SOCIAL SERVICES X6680 CHAPLAIN
 B17 SOCIAL SERVICES C6684 PREADMISSIONS SCREENING SPEC
 B17 SOCIAL SERVICES C6685 CLIENT CARE SURVEYOR
 B17 SOCIAL SERVICES C6720 PSYCHIATRIC SOCIAL WORKER
 C01 HEALTH C6135 LICENSED PRACTICAL NURSE
 C01 HEALTH C6348 RADIOLOGIC TECHNOLOGIST
 C01 HEALTH C6380 DIETETIC TECHNICIAN
 C01 HEALTH C6386 PHARMACY TECHNICIAN 2
 C01 HEALTH C6391 DENTAL ASSISTANT
 C01 HEALTH C6396 DENTAL HYGIENIST
 C01 HEALTH C6550 LICENSED RESPIRATORY CARE TECH
 C01 HEALTH C6820 MEDICAL LABORATORY TECH 1
 C01 HEALTH C6821 MEDICAL LABORATORY TECH 2
 C01 HEALTH C6823 MEDICAL LAB TECHNOLOGIST
 C04 COMPUTER C1481 INFO SYSTEMS SPECIALIST 1
 C04 COMPUTER C1482 INFO SYSTEMS SPECIALIST 2
 C05 AUDIO-VISUAL C2510 ELECTRONIC PUB DESIGN SPEC 1
 C05 AUDIO-VISUAL C2511 ELECTRONIC PUB DESIGN SPEC 2
 C05 AUDIO-VISUAL C2512 ELECTRONIC PUB DESIGN SPEC 3
 C06 REVENUE AGENT/EXAMINER C5111 REVENUE AGENT 2
 C06 REVENUE AGENT/EXAMINER C5112 REVENUE AGENT 3
 C11 STUDENT PRO/TECH OFFICE SYSTEM C0150 STUDENT PROF/TECH WORKER
 E01 NONSUPERVISORY C1524 PARALEGAL
 E01 NONSUPERVISORY C5937 MEDICAL RECORDS CONSULTANT
 E01 NONSUPERVISORY C6101 TRANSPORTING MENTAL HLTH AIDE
 E01 NONSUPERVISORY C6502 LICENSED PHYSICAL THERAPY ASST
 E01 NONSUPERVISORY C6506 CERT OCCUPATION THERAPIST ASST
 E01 NONSUPERVISORY C6606 HUMAN SERVICES ASSISTANT 2
 E01 NONSUPERVISORY C6609 SOCIAL SERVICE ASSISTANT
 E01 NONSUPERVISORY C6657 HUMAN SERVICES SPECIALIST 1
 E01 NONSUPERVISORY C6658 HUMAN SERVICES SPECIALIST 2
 E01 NONSUPERVISORY C6659 HUMAN SERVICES SPECIALIST 3
 E01 NONSUPERVISORY C6660 HUMAN SERVICES SPECIALIST 4
 E01 NONSUPERVISORY C6710 MENTAL HEALTH THERAPY TECH
 E01 NONSUPERVISORY C6711 MENTAL HEALTH THERAPIST 1
 E01 NONSUPERVISORY C6712 MENTAL HEALTH THERAPIST 2
 E01 NONSUPERVISORY C6725 HABILITATIVE TRAINING TECH 1
 E01 NONSUPERVISORY C6726 HABILITATIVE TRAINING TECH 2
 E01 NONSUPERVISORY C6727 HABILITATIVE TRAINING TECH 3
 E01 NONSUPERVISORY C6811 LABORATORY TECHNICIAN 2
 E02 SUPERVISORY/COORDINATOR C6717 MTL HLTH THERAPY SHIFT COORD
 E02 SUPERVISORY/COORDINATOR C6718 MENTAL HEALTH THERAPY COORD
 F01 OFFICE ASSISTANT/SPECIALIST C0100 STUDENT OFFICE WORKER
 F01 OFFICE ASSISTANT/SPECIALIST C0102 OFFICE ASSISTANT 2
 F01 OFFICE ASSISTANT/SPECIALIST C0103 OFFICE SPECIALIST 1
 F01 OFFICE ASSISTANT/SPECIALIST C0104 OFFICE SPECIALIST 2
 F01 OFFICE ASSISTANT/SPECIALIST X0104 OFFICE SPECIALIST 2
 F01 OFFICE ASSISTANT/SPECIALIST C0322 PUBLIC SERVICE REP 2
 F02 ACCOUNTING C0210 ACCOUNTING TECHNICIAN 1
 F02 ACCOUNTING C0211 ACCOUNTING TECHNICIAN 2
 F02 ACCOUNTING C0212 ACCOUNTING TECHNICIAN 3
 F02 ACCOUNTING X0212 ACCOUNTING TECHNICIAN 3
 F03 OFFICE MANAGER/M VEHICLE REP C0801 OFFICE COORDINATOR
 F03 OFFICE MANAGER/M VEHICLE REP X0805 OFFICE MANAGER 1
 F03 OFFICE MANAGER/M VEHICLE REP X0806 OFFICE MANAGER 2
 F03 OFFICE MANAGER/M VEHICLE REP X0807 OFFICE MANAGER 3
 F03 OFFICE MANAGER/M VEHICLE REP Z0807 OFFICE MANAGER 3
 F04 ADM SPECIALST/SUPPRT SVC SUPV C0107 ADMINISTRATIVE SPECIALIST 1
 F04 ADM SPECIALST/SUPPRT SVC SUPV X0107 ADMINISTRATIVE SPECIALIST 1
 F04 ADM SPECIALST/SUPPRT SVC SUPV C0108 ADMINISTRATIVE SPECIALIST 2
 F04 ADM SPECIALST/SUPPRT SVC SUPV X0108 ADMINISTRATIVE SPECIALIST 2
 F04 ADM SPECIALST/SUPPRT SVC SUPV X0112 SUPPORT SERVICES SUPERVISOR 1
 F04 ADM SPECIALST/SUPPRT SVC SUPV X0113 SUPPORT SERVICES SUPERVISOR 2
 F04 ADM SPECIALST/SUPPRT SVC SUPV X0114 SUPPORT SERVICES SUPERVISOR 3

F04 ADM SPECIALST/SUPPRT SVC SUPV Z0114 SUPPORT SERVICES SUPERVISOR 3
 F04 ADM SPECIALST/SUPPRT SVC SUPV C0118 EXECUTIVE SUPPORT SPECIALIST 1
 F04 ADM SPECIALST/SUPPRT SVC SUPV X0118 EXECUTIVE SUPPORT SPECIALIST 1
 F04 ADM SPECIALST/SUPPRT SVC SUPV C0119 EXECUTIVE SUPPORT SPECIALIST 2
 F04 ADM SPECIALST/SUPPRT SVC SUPV X0119 EXECUTIVE SUPPORT SPECIALIST 2
 F04 ADM SPECIALST/SUPPRT SVC SUPV Z0119 EXECUTIVE SUPPORT SPECIALIST 2
 F04 ADM SPECIALST/SUPPRT SVC SUPV C0323 PUBLIC SERVICE REP 3
 F04 ADM SPECIALST/SUPPRT SVC SUPV C0324 PUBLIC SERVICE REP 4
 F05 OTHER SUPPORT SPECIALIST C0011 MEDICAL TRANSCRIPTIONIST 2
 F05 OTHER SUPPORT SPECIALIST C0015 MEDICAL RECORDS SPECIALIST
 F05 OTHER SUPPORT SPECIALIST C0405 MAIL SERVICES ASSISTANT
 F05 OTHER SUPPORT SPECIALIST C0501 DATA ENTRY OPERATOR
 F05 OTHER SUPPORT SPECIALIST C1475 DATA ENTRY CONTROL TECHNICIAN
 G03 TRADES/MAINTENANCE REPAIR C4015 FACILITY OPERATIONS SPEC 2
 G05 MECHANIC/BOILER OPERATOR C4033 FACILITY ENERGY TECHNICIAN 2
 G05 MECHANIC/BOILER OPERATOR C4034 FACILITY ENERGY TECHNICIAN 3
 G05 MECHANIC/BOILER OPERATOR C4418 AUTOMOTIVE TECHNICIAN 1
 G05 MECHANIC/BOILER OPERATOR C4419 AUTOMOTIVE TECHNICIAN 2
 G05 MECHANIC/BOILER OPERATOR X4439 AUTO/HEAVY EQUIP REPAIR SUPRVR
 G06 TRADES C4001 PAINTER
 G06 TRADES C4003 CARPENTER
 G06 TRADES C4004 PLASTERER
 G06 TRADES C4005 PLUMBER
 G06 TRADES C4007 ELECTRICIAN 1
 G06 TRADES C4008 ELECTRICIAN 2
 G06 TRADES C4009 ELECTRICIAN 3
 G06 TRADES C4018 MACHINIST
 G06 TRADES C4037 PHYSCL/ELECTRNC SECRTY TECH 1
 G08 SKILLED CRAFTS (SR 18+) C2304 MANUAL ARTS INSTRUCTOR
 G08 SKILLED CRAFTS (SR 18+) C9300 HAIRDRESSER
 H01 SERVICE/MAINTENANCE T0001 SUPPORTED EMPLOYMENT WORKER
 H01 SERVICE/MAINTENANCE C0758 SUPPLY SPECIALIST 1
 H01 SERVICE/MAINTENANCE C0759 SUPPLY SPECIALIST 2
 H01 SERVICE/MAINTENANCE C4012 FACILITY MAINTENANCE SPEC
 H01 SERVICE/MAINTENANCE C4101 CUSTODIAN
 H01 SERVICE/MAINTENANCE C4103 CUSTODIAL SERVICES COORDINATOR
 H01 SERVICE/MAINTENANCE C4109 GROUNDS MAINTENANCE WORKER 1
 H01 SERVICE/MAINTENANCE C4110 GROUNDS MAINTENANCE WORKER 2
 H01 SERVICE/MAINTENANCE C4116 LABORER/STUDENT WORKER
 H01 SERVICE/MAINTENANCE C4401 TRUCK DRIVER 1
 H01 SERVICE/MAINTENANCE C4402 TRUCK DRIVER 2
 H01 SERVICE/MAINTENANCE C4422 EQUIPMENT OPERATOR
 H01 SERVICE/MAINTENANCE C6708 MENTAL HEALTH SECURITY TECH
 H01 SERVICE/MAINTENANCE C9101 FOOD SERVICE WORKER 2
 H01 SERVICE/MAINTENANCE C9102 FOOD SERVICE WORKER 3
 H01 SERVICE/MAINTENANCE C9116 COOK 1
 H01 SERVICE/MAINTENANCE C9117 COOK 2
 H01 SERVICE/MAINTENANCE C9201 SEAMSTER
 H02 SERVICE/MAINTENANCE X4046 MAINTENANCE & OPERATIONS SUPV
 H02 SERVICE/MAINTENANCE X9119 SUPERVISING COOK
 O00 UNASSIGNED T0007 VOLUNTEER



This document can be provided upon request in alternate formats for individuals with disabilities or in a language other than English for people with limited English skills. To request this document in another format or language, contact Oregon Health Authority Office of Equity and Inclusion (OEI) at 971-673-1280 or 711 for TTY.