



# Affirmative Action Plan 2023-2025

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**Department of Consumer and  
Business Services**

State of Oregon



**Oregon**  
Kate Brown, Governor



August 29, 2022

Juliet Valdez  
Affirmative Action Manager  
Office of Cultural Change  
Department of Administrative Services  
155 Cottage St NE # U90, Salem, OR 97301

Re: DCBS 2023-25 Affirmative Action Plan

Dear Juliet,

Enclosed is the Department of Consumer and Business Services 2023-25 Affirmative Action Plan. The plan highlights our accomplishments in diversity, equity, inclusion, and community engagement, as well as our goals for continuing to attract and maintain a diverse workforce.

Our accomplishments in the 2021-23 biennium include networking with our diverse community partners and organizations to disseminate information about the services we provide to residents, available job openings, career services help we offer to applicants, and resources and educational opportunities available to underserved and underrepresented communities.

For 2023-25, we are committed to implementing the affirmative action policies, programs, and procedures in this plan to ensure employment practices are free of bias. Employment practices include community engagement, recruitment advertising, screening, pay equity compensation, hiring, promotion, transfer, termination, and selection for training, including internship opportunities.

Our efforts focus on creating an environment that promotes employees' job and career development and job seekers' assistance by providing informational interviews, mock interviews, and application help to people of color, people with disabilities, veterans, and women, as well as employees at DCBS who want to further their career. In addition to our commitment to having a diverse workforce and a welcoming environment, we continue to support and assist the work of the Racial Justice Council and DAS-Office of Culture Change.

If you have questions about the plan or want more information, please contact me at 503-947-7872 or Veronica Murray, our agency diversity, equity, and inclusion manager, at 503-947-7283.

Sincerely,

Andrew R. Stolfi,  
DCBS Director

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# I. Department of Consumer and Business Services Description

## A. Our mission

To protect and serve Oregon's consumers and workers while supporting a positive business climate.

## Who we are

The Department of Consumer and Business Services is Oregon's largest consumer protection and business regulatory agency. The department administers state laws and rules to protect consumers and workers in the areas of workers' compensation, occupational safety and health, financial services, insurance, and building codes.

DCBS staff members are committed to carrying out the department's statutory responsibilities and fulfilling our mission and goals in a manner that serves the needs of both the public and the businesses and professionals we regulate.

## We value

- Respect
- Integrity
- Service
- Excellence

Additionally, we recognize the importance of diversity and inclusion, expertise, personal responsibility, collaboration, effectiveness, accountability, customer service, and effective communication in accomplishing our mission.

## Our goals

DCBS has three fundamental goals to advance its mission for the next three years and beyond:

- Protect consumers and workers in Oregon.
- Regulate in a manner that supports a positive business climate.
- Be accountable to the public we serve, with excellent service to our customers.

## Strategies to achieve these goals

Our approach to workplace cultural change and community engagement includes two strategies:

1. Inform and Empower: Inform underserved and underrepresented communities of their rights and opportunities, as well as empower them to tell us of their specific needs and challenges as staff, workers, consumers, or business owners.
2. Consult and involve: Consult and involve staff, community leaders, community partners, and others that are active influencers in their communities.



## To do this, we will:

- Support innovation and help people from underserved and underrepresented communities enter the market, grow their business, or obtain a license
- Promote choices and access for Oregon consumers and businesses by supporting the success of industries in the economic sectors we regulate
- Use a variety of approaches (regulation, enforcement, education, consultation, direct service delivery, etc.) in the most appropriate combinations to achieve results.
- Use technology and other tools to exchange information easily and conduct business
- Measure results achieved by our programs and approaches and re-evaluate the programs and approaches to find further improvements
- Continually improve our cost-effectiveness and ensure that our services provide value to consumers, workers, and businesses
- Evaluate, develop, and maintain appropriate levels of human, organizational, financial, and other resources necessary to carry out our responsibilities
- Continue to improve the organizational culture and employee engagement of the agency
- Never be satisfied with the status quo
- Seek input from staff, stakeholders and the public to identify areas of greatest concern to our workforce, consumers, workers, and the businesses we regulate
- Provide tools that allow our employees, stakeholders, and communities to use and visualize DCBS data and chart progress toward equitable outcomes which is crucial for strengthening accountability and credibility.

## DCBS contact information

### **B. DCBS Director**

Andrew R. Stoffi  
350 Winter St. NE  
P.O. Box 14480  
Salem, OR 97309-0405  
503-947-7871

### **C. Governor's Policy Advisors**

Rosa Klein  
Ryan Deibert  
State Capitol  
Salem, OR 97301  
503-678-6169

### **D. Affirmative Action Representative Diversity, Equity, and Inclusion**

A. Veronica Murray, Manager  
350 Winter St. NE  
P.O. Box 14480  
Salem, OR 97309-0405  
503-689-2053

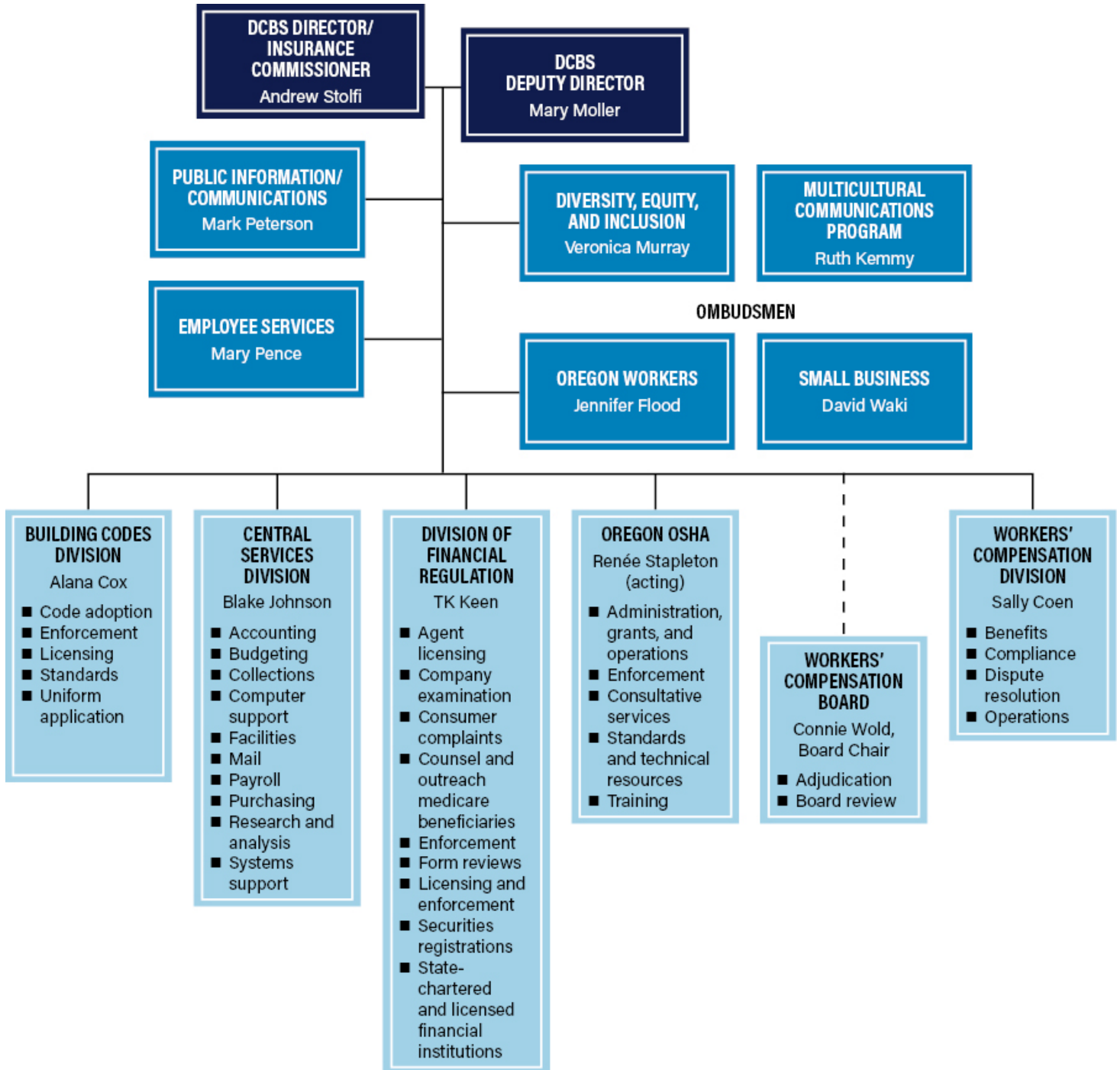
### **E. Multicultural Communications Program**

Ruth Kemmy, Manager  
350 Winter St. NE  
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Salem, OR 97309-0405  
503-871-8830

### **Lead for business equity: COBID/Buy Oregon**

Miriha Aglietti  
Operations Manager/Designated  
Procurement Officer  
350 Winter St. NE  
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Salem, OR 97309-0405  
503-947-7513


## F. Organizational Chart by Division



## II. Affirmation Action Plan

### A. Agency Affirmative Action Policy

PER-27

Department of Consumer and Business Services <b>Affirmative Action - Policy PER-27</b>	
Division: Director's Office, Employee Services Owner: HR Director, Employee Services Approved by: Mary Moller 	Effective Date: 2/1/2013 Review Date: 08/10/2024
08/10/2022	

**Applies to:**

This policy applies to all of the Department of Consumer and Business Services (DCBS) divisions and the Workers' Compensation Board.

**Purpose:**

It is the policy of the department to provide equitable access to services and equal employment opportunities.

**Policy:**

The agency's ability to achieve its mission depends on equitable processes to attract people. Every effort will be made to engage with communities for a broader applicant pool, and to make all employment decisions based on a person's relevant education, training and experience, and suitability relative to a position, without regard to race, ethnicity, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socio-economic status, veteran status, and immigration status. In addition to active recruiting efforts, DCBS recognizes the value of investing in employees as the best way to ensure the agency maintains a skilled and proficient workforce.

A welcoming work environment is an important part in maintaining a diverse workforce. DCBS is committed to a zero-tolerance of any form of discrimination or harassment and all employees are accountable for creating and promoting a work environment that is free from any kind of hostility or unwelcome behavior.

The department maintains a copy of the agency Affirmative Action Plan on the internal and external DCBS websites for employees to review. Agency leadership will participate and encourage all employees to participate in activities designed to promote affirmative action.

Agency employees will foster an atmosphere of inclusion, respect, and collaboration, which will reflect our commitment to represent our diverse community. Through this collaborative effort, the agency can achieve successfully its mission of protecting consumers and workers.

**References:**

- [ORS 243.305-243.315](#)
- [ORS 659A.012-659A.030](#)
- [DAS OAR 105-040-001](#)
- [EO 22-11](#) Relating to Affirmative Action, Equal Employment Opportunity and Diversity, Equity and Inclusion
- [Title VII, Civil Rights Act of 1964](#)
- [DCBS Affirmative Action Plan](#)

## B. Diversity, Equity, and Inclusion Statement



350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405 503-947-7872 oregon.gov/dcbs

### Diversity, Equity, and Inclusion Statement

The Department of Consumer and Business Services is committed to providing all people with equitable access to its programs and services and removing bias to support equal employment opportunities.

At DCBS, all employees, stakeholders, and the public will be treated with dignity and respect. The department fosters a welcoming atmosphere of inclusion, respect, and collaboration. We will not discriminate on the basis of race, color, ancestry, national origin, age, marital status, gender, gender identity, sexual orientation, political or religious affiliation, physical or mental disability, socio-economic status, and veteran or military status.

DCBS recognizes that employing a diverse workforce is crucial to serve the diverse population in Oregon. All employment decisions will be based on a person's relevant experience, education, training, and suitability relative to a position. They will not be based on race, color, ancestry, national origin, age, marital status, gender, gender identity, sexual orientation, political or religious affiliation, physical or mental disability, socio-economic status, or veteran or military status.

The department works to achieve and maintain diversity through community engagement, which includes the following:

- Reaching out to the broadest possible labor market when recruiting for positions
- Enforcing a zero-tolerance policy against any form of discrimination or harassment
- Holding all managers and employees accountable for creating and promoting a welcoming work environment that is free from hostility or unwelcome behavior
- Maintaining a copy of the DCBS Affirmative Action Plan on its website, making it available for managers, employees, and the public to review
- Evaluating managers and supervisors on their effectiveness in promoting diversity and a welcoming environment for DCBS

Working together, the department's workforce at all levels creates an atmosphere of teamwork, respect, honesty, and cooperation that reflects our rich, multicultural society. Through this collaborative effort, we can effectively and efficiently achieve our mission of protecting consumers and workers.

**Department of Consumer and Business Services**  
Diversity, Equity, and Inclusion Office  
971-260-7678

For more information, go to <https://www.oregon.gov/dcbs/Pages/diversity.aspx>.

## C. Training, Education, and Development

### i. Employees

The agency provides training and education to all employees involved in any way with the recruitment, selection, disciplinary actions, promotions, and related processes to underserved and underrepresented people, people with disabilities, women, or veterans to ensure commitment to the agency's stated affirmative goals.

During the 2021-2023 biennium, we encountered challenges due to the impact of the pandemic to our employees, stakeholders, and specially members of underserved and underrepresented communities.

DCBS's training plan for the 2023-2025 biennium includes training designed to reinforce the mission and values of DCBS and will take the opportunity to improve the hiring, retention, and development of applicants and employees.

The agency is contracting with the Chemeketa Center for Business and Industry to offer trainings for managers on difficult conversations, coaching employees, leading remote teams, and managing team conflict. DCBS is actively working to increase the training opportunities based on division needs, including resuming classes in technology and writing to help employees on their career decisions. In anticipation of the launching of Workday Payroll at the end of 2022, the agency is in the process of creating internal Workday trainings that will be offered to employees and managers that cover the basics of system functionality and responsibilities/expectations.

The agency is also creating a training library that will be searchable by topic and course format (webinar, self-paced, in-person) and will include links to currently available trainings in Workday Learning all in one place, including recorded diversity, equity, and inclusion events. DCBS does not use volunteers. Currently, the agency is looking into contractors/vendors for information security training. It has not been made available yet, due to system limitations in Workday related to access.

For the development and education of current managers, DCBS holds leadership forums for all agency management. The forums focus on addressing a variety of topics required by the Department of Administrative Services Chief Human Resources Office or on an as-needed basis. Also, senior HR employees regularly present short trainings at division management meetings on topics such as coaching and counseling; union contract updates; trial service; and the disciplinary process. Plus, we require all managers to complete Performance, Accountability, and Feedback trainings offered by DAS.

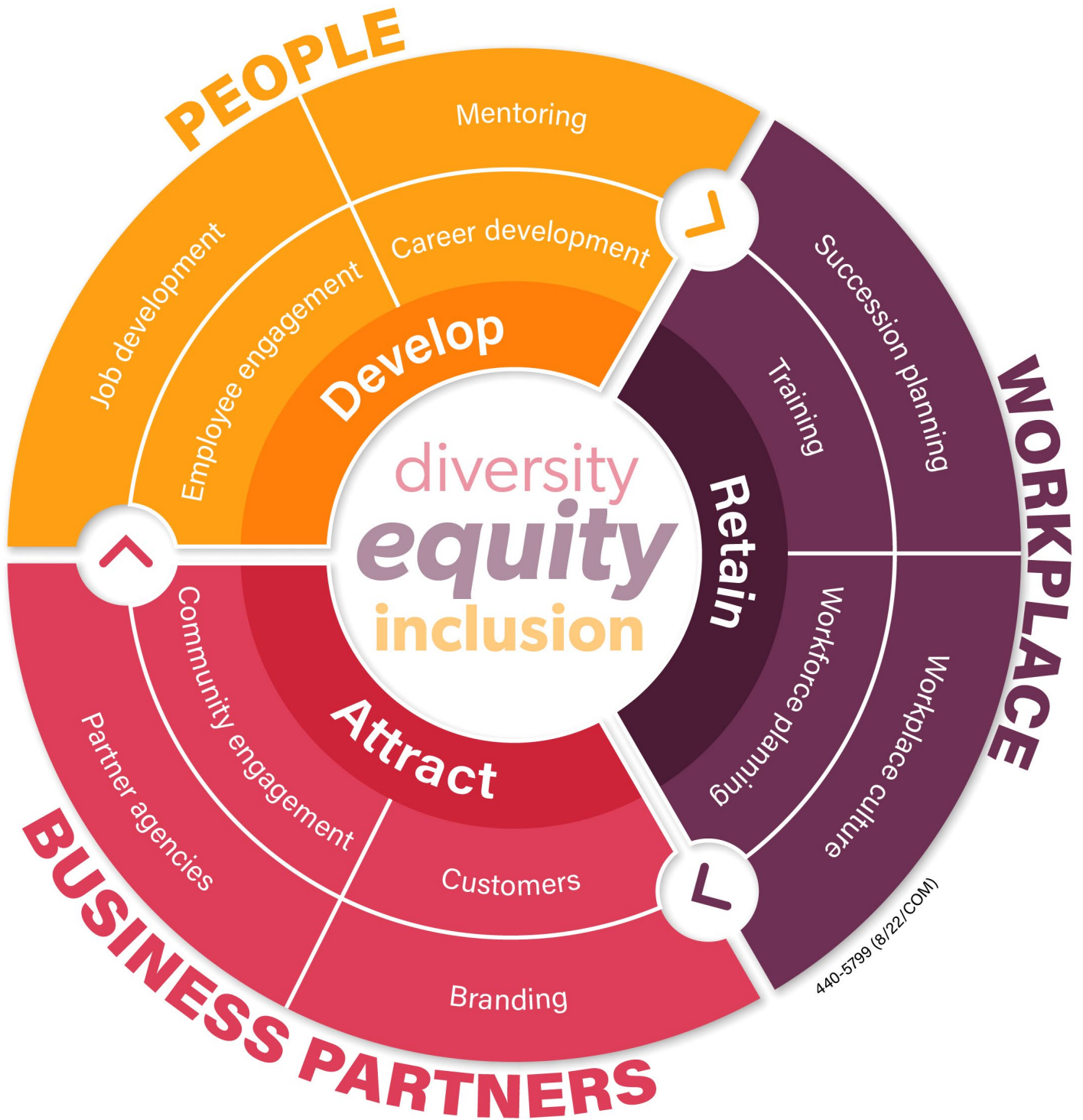
The agency is committed to ensuring training opportunities are available to both managers and employees by gathering available division-specific training and the latest self-paced trainings from multiple sources, and including them in the Oregon State Library or a searchable database. These include management and leadership trainings offered by DAS, trainings from O'Reilly, and agency-specific content. For future possible trainings for all employees, we are having conversations with Chemeketa Community College in Salem.

## D. Programs

At the Department of Consumer and Business Services, diversity, equity, and inclusion (DEI) are taken to heart. When it comes to the work of DEI, leaders genuinely believe in the initiatives and expectations they present to their teams by backing it up with action of listening to all the voices from employees, stakeholders, and community partners; holding people accountable for their behavior; diversity, equity, and inclusion in the workplace; encouraging employees to participate and refer their own connections; strengthening community relationships; and showcasing our brand.



# Who We Are



## **i. Internship Programs**

In 2022, DCBS relaunched our internship program that was put on hold due to the pandemic. The internship program is used by DCBS management on an as-needed basis. Divisions can request an intern through Employee Services, which will provide help recruiting the intern.

## **ii. Mentorship Programs**

DCBS does not have a formal mentorship program. Informal efforts are being made through succession planning and the talent management program.

## **iii. Community Outreach Programs**

In 2021-23, DCBS successfully established and maintained connections with women, LGBTQ+, people with disabilities, people of color, veterans, and minority-owned businesses.

Broadening the range of suppliers often brings unique perspectives and skillsets to our work. Building relationships with all communities enhances the agency's strategic sourcing goals, cost savings, and risk management. Working together, we are able to contribute toward economic development, job creation, and stronger communities.

DCBS continues to collaborate with underserved and underrepresented communities and attends events and activities of local and out-of-state partners such as:

- Western Oregon University
- WorkSource Oregon
- Oregon State University
- Oregon Association for Minority Entrepreneurs
- Oregon Native American Chamber Oregon (Working Inter-agency Network for Guardian Services)
- NAACP Keizer and Albany Chapter
- Partners in Diversity
- PEBB Member Advisory Committee
- Poder (Oregon Latino Leadership Network)
- Philippine American Chamber of Commerce of Oregon
- Human Services Coalition of Oregon
- Age+ Board of Directors
- Asian Pacific American Network of Oregon;
- Legislative Conference (Legislative Commission on Indian Services)
- Latino Business Alliance
- National Association of Insurance Commissioners
- Mexican Consulate
- Hispanic Metropolitan Chamber
- And more included in our community engagement.

DCBS has collaborated with the Multicultural Institute at World Beat, which provided agency employees and Director Andrew Stolfi with the opportunity of networking with people from more than 60 countries and communities of color. The agency also collaborates with members of the enterprise and community partners in conducting inclusive employment interviews.

In addition to the diverse communities listed above, Employee Services sends appropriate job announcements to colleges, universities, and alumni in and out of Oregon providing information about careers at DCBS and the enterprise. Also, Employee Services participated in multiple hybrid career fairs around the state for students and veterans. Those career fairs included ones hosted by U.S. Department of Labor, Veterans Employment and Training Service, and the Southern Oregon Trade Careers Expo hosted by ODOT.

DCBS continues to participate in hybrid sessions hosted by community partners.



During the 2023-25 biennium, DCBS will ensure no barriers to employment exist and maintain and increase the number of organizations with which we network. DCBS is committed to engaging in best practices in the search and hiring of applicants. In terms of community engagement to potential applicants, the agency bears in mind reviews that are inclusive of language on all publicly viewed documents and seeks input from employees and the community.

DCBS participates in affirmative action and DEI meetings coordinated by the DAS Office of Cultural Change. As a result of these, DCBS continues to build stronger relationships with other members of the enterprise and its representatives. These relationships allow DCBS and other agencies to mutually benefit from sharing expertise and best practices in affirmative action plan development, analysis of workforce representation statistics, diversity and inclusion idea sharing, career planning help for employees among agencies, and building stronger relationships between the HR offices throughout the enterprise.

## **iv. Community Engagement**

In 2021, the Oregon Legislature passed and Gov. Kate Brown signed House Bill 2167 – the Racial Justice Council Codification bill. This bill directed DCBS and other state agencies to take racial equity considerations in their plans and actions to promote and practice social justice and fairness for underserved and underrepresented communities.

Each community needs individualized approaches that include listening and shared values. DCBS understands that it may not get things correct the first time, but it is committed to listening to the community voices and going back make it better. Due to the nature of agency regulatory business, not all programs allow public participation in our decisions; however, we strive to promote positive relationships between the divisions and all of Oregon's communities.

When building collaborative relationships, the Department of Consumer and Business Services believes it is important to know a community's most urgent needs so they can be prioritized. Our engagement is intended to:

- Strengthen our accountability to all communities
- Enhance the delivery of DCBS services to underserved and underrepresented communities
- Empower local communities to be part of our decision making
- Build social cohesion with common causes and issues
- Improve the effectiveness of public services in tune with underserved people's needs (e.g., agricultural housing)
- Create more collective action with underserved and underrepresented communities and community organizations
- Continue to empower underserved and underrepresented communities to have a platform and the chance to speak in their own voices

As part of the agency community engagement, the Multicultural Communications Program provides statewide interpretation services over the phone through "conference call." Interpreters collectively speak more than 240 languages and dialects. Currently, the program maintains a Volunteer Resource Language Bank and provides all employees with an interpretation card to help and support employees working in the field.

## v. Diversity Awareness Programs

### a. Agencywide Diversity, Equity, and Inclusion Council

The DCBS DEI Council serves as a supportive advisory body and has actively works to become a leading change agent within the agency. Also, it serves as a forum for its members to collaborate to discuss diversity issues, help facilitate events, support employee development, help with community relationships; and provide recommendations to agency leadership regarding how to best allocate agency resources in achieving diversity, equity, and inclusion goals.

The council reflects an inclusive cross section of the DCBS workplace. The DEI Council is represented by 15 employees, including management; the DCBS director serves as the chairperson. The DEI Council continues to collaborate with the DEI Office by helping with monthly educational articles published in the agency newsletter in a section titled Diversity Corner. The agency is committed in supporting the Diversity, Equity, and Inclusion Council to further its DEI goals. ([See Page 20.](#))

### b. Diversity presentations, training, and activities

At DCBS, diversity training, presentations, and activities can take many forms, including training offered in-house by guest speakers and training provided by an external vendor. Currently, we have developed and facilitated numerous customized sessions in response to division requests and employees' needs. Due to the impact of COVID-19, community and employee engagement was limited to virtual, email, and phone. Guest speakers presented on diverse topics in virtual training sessions in which employees, stakeholders, and community partners were invited to attend. As DCBS recognizes the importance of lowering its environmental footprint, the virtual trainings were of low-cost, increased attendance, and boosted employees' experience.

These session topics included: bias, understanding and communicating with underserved and underrepresented communities, LGBTQ concepts, intersectionality, diversity, and gender and race in Oregon. Canopy Employee Assistance Program facilitated sessions on mental health during the pandemic and the impact of this to frontline employees and management, intersectionality, veteran services awareness, disability, and integrating workplace differences. These sessions aim to build cultural responsiveness, resulting in cultural and social awareness among peers and toward cultivating an inclusive workplace where everyone feels valued.

As a result of the success of these training sessions, the agency implemented Crucial Conversations meetings after each speaking engagement and training session. Crucial Conversations provides employees with the opportunity to engage in an open and honest Conversations about, race, gender, ethnicity, culture, veterans' experiences, disability, identity, and issues affecting a specific community. These sessions have resulted in providing feedback to agency leadership.

Crucial conversations is another initiative used for employee training and development. In the spirit of creating a safe and inclusive environment, employees are invited to attend or participate at whatever level they feel comfortable. Also, the divisions have started to implement these conversations among their teams.

Hosting virtual learning activities has demonstrated to be successful and beneficial to employees, stakeholders, and community partners attending. Because of the positive response, attendance, and requests, DCBS plans to continue offering sessions.

DCBS is currently hosting quarterly virtual career fairs. At these sessions, applicants are invited to a workshop to learn about the process and steps to follow when pursuing careers in state government. Attendees are invited to request a follow-up meeting for individualized help, if needed. On Sept. 16, 2022, an in-person career fair is scheduled to take place at the main DCBS office in Salem.

To encourage employees and management to engage in regular diversity, equity, and inclusion conversations among teams, the DEI office sends a weekly email to employees called The Weekly Wrap-up. It has a section named Manager's Toolbox that provides educational articles and training opportunities.

The agency sent out a survey to all employees to measure the agency's understanding and implementation of diversity, equity and inclusion, and cultural intelligence. This survey was sent in August 2018 and March 2021. Another survey is planned for 2022. As a result of the DEI survey and feedback from Crucial Conversations sessions, the courses below are planned to be offered:

- How to be an Ally
- More LGBTQ+ concepts
- Intersectionality
- Diversity in the Hiring Process
- Tokenism
- Religion in the Workplace
- Racism/Antiracism
- Microaggression/Bias
- Engaging Across Differences
- Community Engagement

The DEI Office strongly believes that multicultural awareness and training are essential for succeeding in today's ever-evolving global environment. DCBS leadership knows how to harness the inherent creativity, innovation, and strength of a diverse workforce, and is capable of offering DEI and culturally competency training for tomorrow's leaders. Also, DCBS believes that by learning about other cultures and their methods of interacting, expectations, and beliefs, it will foster an engaged workforce, improve customer relations, provide stronger support, and increase the possibility of partnerships.

For the 2023-2025 biennium, the agency is committed to our values of honoring and respecting the differences inherent to a multicultural, multigenerational, and multi-able-bodied workforce. In order to be effective, all courses presented by DCBS will be conducted using adult learning theory and learning style methodology.

## **vi. Leadership Development/Training Programs**

DCBS is trying to alleviate the risk and inherent loss of institutional knowledge by developing our workforce through management training programs and our succession planning initiatives.

### **a. Equal Employment Opportunity (EEO) Data of trainees**

For the development and education of current managers, DCBS holds quarterly Leadership Forums for all agency management. They focus on addressing a variety of topics required by Department of Administrative Services Chief Human Resources Office or on as-needed basis. Also, senior HR staff regularly present short trainings at division management meetings on

topics such as coaching and counseling; union contract updates; trial service; and the disciplinary process. Plus, we require all managers to complete Performance, Accountability, and Feedback trainings offered by the Department of Administrative Services Chief Human Resources Office.

The following is learning data captured from Workday from June 30, 2021, through Aug. 25, 2022:

- **RightStart:** The agency's onboarding program there were 142 new employees that completed. At these events the agency's Director, FMLA/OFLA Coordinator and the DEI manager joined other Employee Services staff in welcoming everyone.
- **Living Customer Service:** Required training for new employees to be completed within the first year of employment. It has been completed by 91 employees.
- **Hybrid World Digital Classes:** There are 11 training offering. These have been created to support employees and management while working virtually, there were 6120 total completions with an average of 556 employees per course.
- **DCBS Panelist Guide to Effective and Inclusive Interviews:** In understanding the benefits of a diverse workforce, this self-paced training was implemented in 2022 to which 55 employees completed the course.
- **Leadership Forum:** For the development and education of current managers, DCBS holds Leadership Forums for all agency management. They focus on addressing a variety of topics on an as-needed basis. Also, senior HR staff regularly present short trainings at division management meetings on topics such as coaching and counseling; union contract updates; trial service; and the disciplinary process. Plus, we require all managers to complete Performance, Accountability, and Feedback trainings offered by the Department of Administrative Services Chief Human Resources Office. In June 2022 Resistance Management Training was facilitated and all management and executive service employees attended a total of 148 employees.

The agency is committed to ensuring training opportunities are available to both managers and employees by gathering available divisions specific training, latest self-paced trainings from multiple sources and including them within the Oregon State Library or one searchable database. These include management and leadership trainings offered by DAS, trainings from O'Reilly, and agency-specific content. For future possible trainings for all staff, we are having conversations with Chemeketa Community College.

## E. Executive Order 22-11

i. Statewide Diversity, Equity, and Inclusion Action Plan (see Appendix A)

## F. Status of Contracts to Minority Businesses (ORS 659A.015 and [Executive Order No. 22-15](#))

DCBS is using the [OregonBuys](#) eProcurement System to place purchase orders and process procurement-related purchasing activities. Suppliers must have an OregonBuys supplier account to continue doing business with us.

Division's representatives and community engagement core team have done significant vendor outreach while attending events to businesses of underserved and underrepresented communities not already tied to solicitations or having direct award contracts. DCBS' main vendor outreach has been the annual Governor's Marketplace, which has been on hiatus since COVID. DCBS will be looking to DAS for additional guidance and training as DCBS implements the Governor's Executive Order No. 22-15 to improve equity in state procurements.

DCBS held an agency procurement training Nov. 17, 2021, which included a presentation on the DAS statewide COBID policy 107-009-003 and the related procedures. DCBS Central Services procurement staff provided an explanation of what the policy required, how to meet the requirements, provided examples of how to search for COBID firms, and generally encouraged division use of COBID vendors.

The number of contracts with COBID-certified firms continue to be low with no significant gains. Most of DCBS' purchases are made off of DAS price agreements and most of the solicitations are for professional services for which only a few COBID firms ever bid. DCBS continues to include the broadest National Institute of Governmental Purchasings' Commodity/Services categories possible in solicitations of potential COBID proposers as identified in the COBID system.

DCBS already has regular agencywide procurement meetings and reminds divisions to look at COBID firms in considering potential vendors before making purchases. Additional information will be shared throughout the agency as DCBS implements this latest governor's order to improve outreach and engagement with eligible firms.

## III. Roles for Implementation of Affirmative Action Plan

### A. Responsibilities and accountability

DCBS adheres to the programs and policies that have been adopted by DAS and approved by the governor.

The DCBS director is responsible for the implementation and administration of the affirmative action plan. As the chief administrator of the plan, the director has delegated responsibility to division administrators, managers, supervisors, affirmative action manager, and employees to carry out this plan at each corresponding level. Each of these people are expected to commit to the plan's success and to perform their job duties in a manner that promotes inclusivity and respect.

### Director/Executive Team

#### Responsibilities

- Ensure compliance with the agency's affirmative action plan and promote equal employment opportunity for all employees and applicants; effectively communicate on a regular basis.
- Encourage commitment to a diverse workplace free of discrimination and harassment and discuss with division administrators their contribution to the agency's affirmative action goals and inclusive workplace.
- Share [ORS 659A.012](#) (state agencies to carry out policy against discrimination in employment) and other relevant federal, state, and DCBS policies to subordinates.
- Provide project opportunities to make contract awards to COBID firms. Promote notifying DCBS contractors and subcontractors of the agency affirmative action responsibilities.
- Participate as the chairperson of DCBS Diversity, Equity, and Inclusion Council and encourage other executive and employee participation.

- Collaborate with Employee Services staff members on attending and presenting at onboarding, as requested.
- Encourage subordinates, administrators, managers, and employees to participate in and support diversity, equity, and inclusion education and celebrations, such as the statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events in which the agency promotes and participates.
- Meet monthly/weekly with Employee Services director and Diversity, Equity, and Inclusion manager to review workforce representation statistics from Workday, as well as a weekly update regarding community engagement progress.
- Assess the performance of administrators in the effectiveness of their efforts to promote a welcoming and respectful workplace and help achieve affirmative action plan goals and objectives by completing annual performance appraisal on Workday.
- Discuss the managers' familiarity with the department's workforce representation reports and affirmative action plan and knowledge of which classifications under their control are underrepresented.

## Managers/supervisors

### Responsibilities

- Foster and promote to subordinate employees the importance of a diverse, respectful, and discrimination-free and harassment-free workplace.
- Review of department employees engaging in any type of harassment; must follow the procedures outlined in [DAS 50.010.01](#), Discrimination and Harassment Free Workplace and contact Employee Services.
- Ensure that all subordinates receive an orientation on the department's affirmative action goals and responsibilities and understand their own responsibilities for helping attain the goals in the agency and division.
- Collaborate and recommend strategies with Employee Services and the DEI manager to increase the percentage of people of color, people with disabilities, LGBTQ, women, and veterans who are invited for an interview. Uphold State of Oregon procedures and rules in filling vacancies, recruitment planning strategies, resources available, and promotion consideration.
- Evaluate how well employees demonstrate and act in concert with agency values and policies by prompt and appropriate crucial conversations in any situation, which may create a respectful workplace.
- Collaborate with the DEI manager and agency Diversity, Equity, and Inclusion Council on their participation in division monthly staff meetings.
- Strive to have ethnically diverse representation of the interview panel members during interviews and have all panel members attend the diversity and inclusion training titled "Conducting an Effective and Inclusive Interview."
- Attend and encourage subordinates, administrators, managers, and employees to participate in and support diversity, equity, and inclusion education and celebrations, such as the Statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events the agency promotes.

## Employees

### Responsibilities

- All employees are responsible for conducting themselves in accordance with the agency's equal opportunity and affirmative action policies and this plan.



- Participate in the Diversity, Equity, and Inclusion Council as a member or volunteer in support of diversity, equity, and inclusion education and celebrations, such as the statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events the agency promotes.
- Create and promote a work environment free from any kind of hostility or unwelcome behavior. Exhibit an attitude of respect, courtesy, and cooperation toward all employees and the public.
- Recognize and respect the value of human differences among superiors, stakeholders, customers, and other employees. Exhibit an attitude of respect, courtesy, and cooperation towards all employees and the public we serve.
- Have a working knowledge of their roles and responsibilities to ensure that the agency mission is continued.
- Report to an immediate supervisor any behavior or action against the agency and DAS policy outlined in [ORS 659A.012](#) (state agencies to carry out policy against discrimination in employment).

## Diversity, Equity, and Inclusion manager

### Responsibilities

- Team up with administrators and subordinates and Employee Services to ensure they understand their responsibilities in promoting a respectful, diverse, and inclusive workforce environment and attaining the goals of the agency affirmative action plan.
- Provide initiative, inspiration, and services that promote diversity education, cultural awareness, and leadership development among employees through a variety of progressive personal and technological outlets.
- Engage employees in crucial conversations that are intended to create a safe space where diversity issues can be explored and discussed openly and respectfully. Through authentic personal exchanges, participants help to advance diversity and cultural competency within the agency.
- Make sure recruitments include engagement with diverse organizations such as people of color, people with disabilities, LGBTQ, veterans, and women; partner agencies; statewide announcements; and schools and emphasize the department's support of equal employment opportunity and a diverse workforce.
- Share with leadership, management, and employees the importance of inclusive language and the timely accessibility of translated materials.
- Confirm the affirmative action plan is maintained on the DCBS internal and external websites so it can be accessed by all employees and the community; inform employees where it can be found.
- Collaborate with the Information Technology and Research Section to collect, analyze, and report Workday data to include the number of people of color, people with disabilities, veterans, and women applied, interviewed, hired, promoted, and exited the workplace; and recommend strategies to remove barriers to employment to increase the percentage hires and promotions. Share this information with the director, executives, and all staff.
- Include articles in the agency's internal newsletter, "Connections," and the email Weekly Wrap-Up that express the agency's commitment to promoting diversity, equity, and inclusion in the workplace and building collaboration among all the communities DCBS serves.
- Attend onboarding sessions to share with new employees the agency commitment to AA/EEO/DEI to maintain an environment free of harassment and free of discrimination against any person because of age, race, color, ancestry, national origin, sex, sexual orientation, gender, perceived gender, gender identity, physical or mental disability,

religion, creed, service in the uniformed services (as defined in state and federal law), veteran status, marital or family status, pregnancy, pregnancy-related conditions, genetic information, or political ideas.

- Collaborate with the Governor’s Racial Justice Council to ensure everyone receives equitable services and resources.
- Continue to engage in building relationships with the different underserved and underrepresented communities.
- Participate as a planning committee member for the statewide Diversity, Equity, and Inclusion Conference.
- Inform the progress of affirmative action and equal employment opportunity and report any potential concerns within the organization to the agency director and Employee Services director.
- Identify sources of inclusion, align inclusion to improve employee engagement, and determine methods to assess the effectiveness of inclusion initiative.

## Accountability

- The director is accountable to the governor for the implementation of the affirmative action plan. As the director is accountable to the governor, the administrators, managers, DEI manager, and employees are accountable for carrying out this plan at each corresponding level. Everyone is expected to commit to the plan’s success; also, must inform on progress and report potential concerns within the organization through regular reports. The above personnel is responsible to inform on progress and report potential concerns within the organization through regular reports.
- The agency is accountable to provide assessments of roles to enhance the transparency of DCBS and the responsibility of employees to fully understand the laws and policies about civil rights, affirmative action, equal employment opportunity, and diversity, equity, and inclusion. The agency will evaluate its efforts monthly, quarterly, and annually in promoting equal opportunity and achieving affirmative action objectives. In addition, the agency expects all employees to perform their job duties in a manner that promotes inclusivity, equality, belonging, and respect.

## IV. July 1, 2021 – June 30, 2023

### A. Accomplishments

All DCBS staff from leadership, managers, and all employees are responsible for achieving the agency’s affirmative action, equal employment opportunity, and diversity, equity, and inclusion goals. The agency has continued to see changes in its workforce demographic every biennium. Yet, it understands that today’s workforce is changing dramatically with baby boomers retiring. This means knowledge and skillsets are going out the door. The agency continues to practice creative strategies to engage with possible employees. During the 2021-23 biennium, DCBS set two goals: workforce diversity and workplace inclusion. The actions accomplished toward these goals are described below.

### Goal 1

#### Workforce diversity

Becoming a diverse workforce has been the result of collaboration of management, Employee Services, and the DEI manager with the many underrepresented/underserved communities,



colleges, and universities. We continue to assess and recognize that it requires a dedicated and ongoing effort to remove barriers to employment for possible applicants. This includes a broader range of skills and experience, improve operational excellence, increase efficiencies and reduce risk, and develop succession and strategic plans with learning and development opportunities that appeal to all generations.

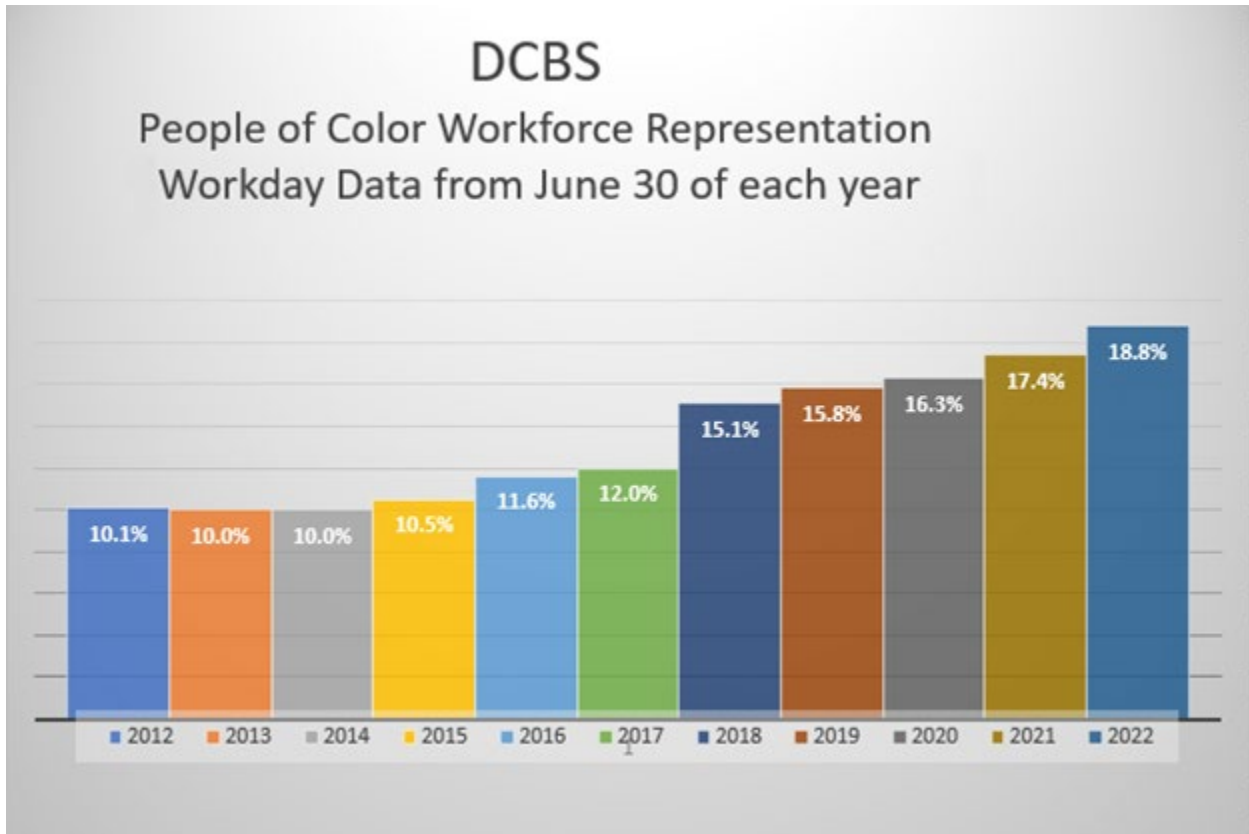
## Accomplishments

- DCBS leadership, divisions, and Communications, in response to feedback from our stakeholders, implemented a larger social media campaign to engage with underserved and underrepresented communities, but also target sourcing where diverse candidates congregate and where we can engage in conversations and share the DCBS brand. Targeted employment opportunities are posted in different languages and to pages in those languages that are the five most commonly used non-English languages in Oregon (Spanish, Russian, Chinese, Vietnamese, and Somali).
- Provided equitable help to possible applicants and employees requesting career coaching, application review, and mock interviews. This enables employees to move forward on their individual development plans and allowed the agency to recruit skilled new employees from all segments of our diverse community, increasing the percentage of people of color, people with disabilities, women, and veterans in our workforce. These are both part of the succession plan. The agency continues to encourage applicants and employees to request a reasonable accommodation when needed.
- Assessed barriers to employment, creating an equity lens to deliberately be an inclusive agency. DCBS actively inserted racial equity into its decision making and uses the State's Diversity, Equity, and Inclusion Plan – A Roadmap to Racial Equity and Belonging. We shared this with management and employees.
- Encouraged interviewing panels to be at least one-third diverse and for all interview panel members to complete the online training DCBS Panelist Guide to Effective and Inclusive Interviews. This training addresses conscious and unconscious bias that could occur during an interview. When the training is completed, it is recorded in Workday.
- Launched a succession planning program in which highly critical positions were identified. Using Workday, succession plans were created for all highly critical positions.
- Implemented an inclusive language guideline to promote the use of neutral words related to gender, sexual orientation, and other distinguishing qualities. By using inclusive language, employees are likely to feel they belong and can be their authentic self.
- Collaboration by DEI manager and partner agencies for a panel at the Chief Audit Executive Council on developing process/resources for equity when auditing. Participated in a monthly meeting with the agency's auditor for DEI risk assessment.
- Engaged virtually on strategic partnerships with major partners, who have a strong presence in traditionally underrepresented communities for grant assistance, address discrimination, and increase diversity, equity, and inclusion competency.
- Review of the employee performance appraisal process and practice to ensure tools and procedures are free from bias toward women, LGBTQ, people of color, veterans, and people with disabilities.
- Partnered with chambers of commerce and U.S. Department of Labor's Veterans' Employment & Training Service (VETS) for a diversity job fair. Agencies servicing veterans and companies hiring veterans were invited.

## Demographic trend

The DCBS workforce representation over the past decade increased due to well-targeted outreach and community engagement, creative recruitment strategies, and training that resulted

in gains in the percentage of people of color. The data presented on the trend below has been collected from State of Oregon’s Workday DEI Dashboard. The trend doesn’t contain a parity data. Parity is defined as the ultimate goal of affirmative action programming (women, people with disabilities, people of color, and veterans are represented in every job category of a workforce in the same proportion they are available in the total workforce). DCBS will include a parity analysis for the next affirmative action plan period of 2025-27.



The department continues to experience a low number of employees self-disclosing disabilities. The statistics used in this report are from the Department of Administrative Services quarterly affirmative action statistics. The charts below identify trends for quarters ending June 30, 2012, through June 30, 2022.

**People of color:** The percentage of DCBS employees who are people of color ranged from 10.1 percent in 2012 to 18.8 percent in 2022. From 2012 to 2015, the percentage increased only 0.4 percentage points, from 10.1 percent to 10.5 percent. This encouraged us to determine what other steps we can take to increase the percentage of people of color represented in the agency. To implement changes, the department created a new position to address diversity, equity, and inclusion in the workplace and its community engagement efforts. The agency continues to use targeted recruiting and training on diversity topics to emphasize its priority of an inclusive and belonging atmosphere.

**People with disabilities:** Since disclosure of disabilities is voluntary for employees, the data historically has been underreported. The workforce representation on people with disabilities has been consistently at 2 percent. DCBS will make reasonable accommodations to people with physical and mental disabilities of an otherwise qualified person, unless the accommodation would impose an undue hardship on the operation of its business.

**Women:** At DCBS, women are encouraged to seek promotional opportunities, including management. The percentage of women in the workplace at all levels continues to be more than 50 percent.

**Veterans:** All branches of the military train service members to understand how to manage behaviors for results. Veterans have learned leadership dynamics as part of both hierarchical and peer structures. They also tend to learn those skills earlier than most other employees. DCBS continues to collaborate with organizations that support employment of veterans statewide. Veterans workforce representation is currently at 7.1 percent, 11 percent higher than last year.

## Goal 2

### Workplace inclusion

DCBS believes educating all employees on how to work effectively in an inclusive workplace helps prevent discrimination and promotes diversity. Effectively managing diversity in the workplace can contribute to increased employee retention and productivity. It can also improve the agency's ability to manage workforce changes and promote the participation of all its employees.

### Accomplishments

- Supported the continuation of conducting crucial conversations sessions in which employees can safely discuss diversity, equity, and inclusion. These discussions will help everyone understand, address, and rectify biases to understand cultural humility and apply culturally competency.
- Continued to develop diversity, equity, and inclusion workshops in which employees can interact with speakers, colleagues, stakeholders, and agencies/community partners to share best practices, brainstorm, and find solutions to issues.
- Implemented a Meet and Great initiative in which all employees representing underserved and underrepresented communities can collaborate and be helped with career development as part of the agency's succession planning.
- Ensured that diverse hires who are vocal champions of diversity, equity, and inclusion are at all levels, including leadership, by collecting and analyzing data from the Workday application process, as well as from hires, promotions, and separations with guidance from the Governor's Office Racial Justice Council and DAS Office of Cultural Change.
- Continued RightStart (onboarding) sessions with participation from the agency director, FMLA/OFLA coordinator, and DEI manager to share policies/rules, available benefits, and the agency's commitment to diversity, equity, and inclusion.
- Focused on teaming up with the Organizational Culture and Employee Engagement director on employee retention and creating an environment that is inclusive, accepting, and respectful of differences, including gender, ethnic, cultural, generational, sexual orientation, and life experience. Surveyed and monitored to improve employee engagement throughout the agency, paying close attention to the needs of our diverse workforce.
- The Diversity, Equity, and Inclusion Council collaborated with the DEI office to achieve the agency's DEI initiatives, business needs, and effective culture change through sponsoring/sharing events among all team members in their divisions.
- Shared training opportunities to all Executive Team members, managers/supervisors, and employees on principles of racial equity, cultural competency, unconscious bias, and developing crucial conversations.

- Continued to offer “lunch ’n learn” events in which speakers from various communities can provide employees with the opportunity to get involved in open and honest conversations.
- Encouraged the attendance to career fairs and events from underrepresented communities throughout the state by division representatives, Employee Services, DEI Council members, and agency managers.
- Provided periodic guidance and training in compliance with state and federal law on diversity, equity, and inclusion, preventing discrimination and harassment, and cultural diversity.
- Management and Employee Services took appropriate action when employees behaved inappropriately toward other employees or agency customers, stakeholders, or visitors.

### B. Progress made or lost since previous biennium

**Gain:** For this biennium, DCBS has the opportunity to host multiple sessions for engaging with members of the community and listen to feedback on policies, processes, and more.

**Lost:** During the 2021-23 biennium, we encountered challenges due to the impact of the pandemic on our employees, stakeholders, and community members, especially groups representing underserved and underrepresented communities. The pandemic, as well as the wildfires throughout the state, some initiatives were affected in allocating resources to meet the needs of employees, stakeholders, and communities. Due to community health concerns, the following were affected:

- a. The agency’s internship program that provides opportunities to high school and college students.
- b. In-person participation at community partner-sponsored events.

## V. July 1, 2023 – June 30, 2025

### A. Affirmative action plan goals

At DCBS, it is integral to remember that diversity and inclusion in the workplace go beyond gender and race. By adding equity to diversity and inclusion in the workplace, it is the perfect combination to support equal employment opportunities for both employees and applicants on the basis of individual merit to be determined through equitable and practical methods of selection and promotion. It is the presence of employees and applicants who all bring unique identities that represent an intersection of ethnicities, race, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations and much more. It is the purpose of the affirmative action goals to outline and implement measures to effectively maximize the use of the agency’s available resources.

DCBS holds everyone accountable toward the progress of the plan and will review and report any available statistical data reflective of agency workforce representation.

In the 2023-25 biennium, DCBS is pursuing the following goals:

### Community engagement

#### Goal 1

The Oregon Legislature passed, and Gov. Brown signed House Bill 2167 – the Racial Justice Council Codification bill. The bill directs state agencies to take racial equity considerations in

their plans and actions to promote and practice social justice and fairness for underserved and underrepresented communities. The bill will be used to enhance the agency's engagement with a larger number of applicants while building collaborative relationships. See the agency Community Engagement Plan: <https://www.oregon.gov/dcbs/Documents/community-engagement/DCBS-community-engagement-plan.pdf>

The Department of Consumer and Business Services believes it is important to know a community's most urgent needs so it can be prioritized. The approach to community engagement includes two strategies:

1. Inform and Empower: Inform underserved and underrepresented communities of their rights and opportunities, as well as empower them to tell us of their specific needs and challenges as workers, consumers, or business owners.
2. Consult and involve: Consult and involve community leaders, community partners, and others that are active influencers in their communities.

To support trusted partners in delivering financial education to consumers in underserved and underrepresented communities, we have developed a sponsorship program. The program will help empower consumers to make decisions about insurance and other financial services that are best for them and to help raise awareness of free services and resources offered by the agency's Division of Financial Regulation.

## Workforce diversity

### Goal 2

DCBS believes that making profound shifts in the makeup of the agency's workforce is not something it can force overnight. The agency will continue to spend the time to find qualified talent for the proper need of its divisions, and to place people in the spaces where they can do the best for their own career development and the agency. We will conduct a diversity audit of current practices, find metrics needed to improve, and encourage the use of the social and professional networks of its diverse employees to find new candidates.

## B. Strategies and timelines for achieving DCBS goals

### Workforce diversity

- Continue sending notices of employment opportunities to partners and members of communities of color and enhance engagement with current community organizations that are likely to refer women, people of color, veterans, and people with disabilities to our job postings. Use social media to engage with a wider range of possible applicants. Provide content and continue collaboration with communications support attracting members of communities of color.
- Partner strategically with stakeholders, members of the enterprise, and community partners, who have a strong presence in traditionally underrepresented communities, to address discrimination or increase diversity, equity, and inclusion competency.
- Assess the barriers to entry and what can be done to break them down, particularly management positions. Encourage hiring managers to address any possible issues in the hiring process and continue using DCBS Rapid Response Recruitment methodology (RRRM) to help speed up the hiring process.
- Continue to encourage all interview panels to be at least one-third diverse and all interview panel members to complete the online training "Conducting an Effective and Inclusive Interview."

- Help jobseekers requesting assistance to career services, including career exploration, informational interviews, application material review, mock interviews, and information about the state's online application process (Workday).
- Boost collaboration among division representatives; Diversity, Equity, and Inclusion Council members; and the DEI manager to attend career fairs and community partner events throughout the state.
- Inspire all employees to read the DEI Weekly Wrap-up. The wrap-up is an email with current topics for possible conversations and a section called Manager's Toolbox that provides resources and best practices for managers.
- Help divisions develop internship positions to support students on becoming qualified and job ready as part of succession and strategic planning.
- Review employee performance appraisal process and practice to ensure tools and procedures are equitable and bias-free toward women, LGBTQ, people of color, veterans, and people with disabilities.
- Continue to collaborate and help veterans services organizations, as well as Oregon Vocational Rehabilitation and others providing services to people with disabilities.

## Workplace Inclusion

### Goal 3

As all agencies refine their approaches to diversity, equity, and inclusion for the current workplace environment, at DCBS, it is integral to remember that the diversity of its workplace goes beyond gender and race. This is the result of equitable practices. It is the presence of employees who all bring unique identities that represent an intersection of ethnicities, race, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations, and much more. Because of this, we are looking at what voices are or are consistently heard—and which voices were or are not heard.

- Recognizing the current diversity of the agency, continue to invite employees representing underserved and underrepresented communities to engage in conversations on opportunities for agency support, provide recommendations on allocation or resources and effectible understanding, and collaborate with diverse employees, stakeholders, and communities.
- Support the continuation of crucial conversations sessions in which current topics, issues affecting underserved communities, and agency challenges are discussed in a safe environment. At these sessions, employees have an opportunity to interact, ask questions, brainstorm solutions, share best practices, and submit recommendations to agency leadership.
- Use the Diversity, Equity, and Inclusion Council to develop new ideas and identify best practices that will help us accurately reflect the cultures, values, and diversity of the state to increase the number of people of color, veterans, women, and people with disabilities working at DCBS.
- Continue to collaborate with the Multicultural Communications Program manager for equitable cultural and linguistic services and resources.
- Provide training opportunities in the next biennium to all Executive Team members, managers/supervisors, and staff members on principles of racial equity, community engagement, cultural competency, unconscious bias, and allyship.
- Collect and analyze data from Workday at levels on hires, promotions, and separations with guidance from the Governor's Office and DAS-Office of Cultural Change. Collect and report data of those attending DEI events.
- Continue participation of agency director, FMLA/OFLA coordinator, and DEI manager at onboarding to share agency commitment to diversity, equity, and inclusion, and be available to provide resources.



- Focus on retaining employees and creating an environment that is inclusive, accepting, and respectful of differences, including gender, ethnic, cultural, generational, sexual orientation, and life experience, by collaborating with Employee Engagement director and Employee Services and continuing to measure and monitor.
- The Diversity, Equity, and Inclusion Council will continue to collaborate with the DEI manager to advise and promote achieving the agency's DEI initiatives, business needs, and effective culture change through sponsoring crucial conversations among all employees.
- Encourage the attendance by division representatives, Employee Services staff, and the DEI manager to career fairs and events hosted by underrepresented communities throughout the state.
- Provide periodic guidance and training in compliance with state and federal law on diversity, equity, and inclusion; Affirmative Action and Equal Employment Opportunity; preventing discrimination and harassment; and cultural diversity.
- All employees are responsible for their actions, behaviors, performance, and decisions and Employee Services will take appropriate action when employees behave inappropriately toward other employees, customers/visitors, stakeholders, or community partners.
- Help divisions develop a successful internship program by 2025. This will help students become more qualified and be job ready. Also, this can benefit the agency's succession planning.

## VI. Appendix A – State Policy Documentation

- A. [ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)
- B. [Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)
- C. [Employee Development and Implementation of Oregon Benchmarks for Workforce Development](#) (Statewide policy 50.045.01)
- D. References:
- E. [Duties of Administrator](#) (ORS 240.145)
- F. [Rules Applicable to Management Services](#) (ORS 240.250)
- G. [Recruitment and Selection](#) (Statewide policy 40.010.02)
- H. [Veterans Preference in Public Employment](#) (ORS 408.230)
- I. [Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)
- J. [Executive Order 22-11](#)

## VII. Appendix B – Federal Documentation

- A. [Age Discrimination in Employment Act of 1967](#) (ADEA)
- B. [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- C. [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008](#) (GINA)
- D. [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- E. [Title VII of the Civil Rights Act of 1964](#)
  - a. National Origin Discrimination
  - b. Discrimination
  - c. Race/Color Discrimination
  - d. Religious Discrimination


- e. Sex-Based Discrimination
- f. Sexual Harassment
- F. [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)

## **VIII. Appendix C – DCBS documentation in support of its Affirmative Action Plan**

All of the Department of Consumer and Business Services policies and procedures are available and accessible to employees on the [internal](#) website. The Gender Policy is also available on the [external](#) website.



## A. Gender Policy

Department of Consumer and Business Services <b>Gender Policy – Policy EMP-12</b>	
Division: Director's Office, Employee Services Owner: Employee Services Administrator	Effective Date: 06/28/2019
Approved by: Mary Moller 2/17/2022 	Review Date: 2/17/2024

**Applies to:**

This policy applies to all divisions of the Department of Consumer and Business Services (DCBS) including the Workers' Compensation Board.

**Purpose:**

This policy is designed to create a safe and productive workplace for all DCBS employees. It is the department's policy to not discriminate in any way against any individual based on an individual's gender, gender identity, gender expression, or sexual orientation.

This policy provides guidelines to address the needs of transgender, non-binary, transitioning, and gender non-conforming employees. It clarifies how to implement the policy in situations when questions may arise.

This policy does not anticipate every situation that might occur with respect to transgender, non-binary, transitioning, and gender non-conforming employees. The needs of an individual employee must be assessed on a case-by-case basis. In all cases, the goal is to ensure a safe, healthy, respectful, and inclusive work environment for all DCBS employees.

**Definitions:**

**Gender identity** – A person's deeply-felt sense of being male, female, or non-binary, regardless of the sex they were assigned at birth.

**Gender expression** – An individual's characteristics and behaviors (such as appearance, dress, mannerisms, speech patterns, and social interactions) that may be perceived as masculine, feminine, or being associated with being male or female.

**Transgender** – A person whose gender identity and/or expression is different from their sex assigned at birth, for example:


- A person whose sex assigned at birth was female, but who identifies as male is a transgender man (also known as female-to-male transgender person).
- A person whose sex assigned at birth was male, but who identifies as female is a transgender woman (also known as male-to-female transgender person).

**Cisgender** – A person whose sense of personal identity and gender corresponds with their birth sex.

**Gender non-conforming** – A person who has, or is perceived to have, gender characteristics and/or behaviors that do not conform to traditional or societal expectations. These expectations vary across cultures and change over time.

## B. Affirmative Action Policy

PER-27

Department of Consumer and Business Services <b>Affirmative Action - Policy PER-27</b>	
Division: Director's Office, Employee Services Owner: HR Director, Employee Services	Effective Date: 2/1/2013
Approved by: Mary Moller 	08/10/2022      Review Date: 08/10/2024

**Applies to:**

This policy applies to all of the Department of Consumer and Business Services (DCBS) divisions and the Workers' Compensation Board.

**Purpose:**

It is the policy of the department to provide equitable access to services and equal employment opportunities.

**Policy:**

The agency's ability to achieve its mission depends on equitable processes to attract people. Every effort will be made to engage with communities for a broader applicant pool, and to make all employment decisions based on a person's relevant education, training and experience, and suitability relative to a position, without regard to race, ethnicity, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socio-economic status, veteran status, and immigration status. In addition to active recruiting efforts, DCBS recognizes the value of investing in employees as the best way to ensure the agency maintains a skilled and proficient workforce.

A welcoming work environment is an important part in maintaining a diverse workforce. DCBS is committed to a zero-tolerance of any form of discrimination or harassment and all employees are accountable for creating and promoting a work environment that is free from any kind of hostility or unwelcome behavior.

The department maintains a copy of the agency Affirmative Action Plan on the internal and external DCBS websites for employees to review. Agency leadership will participate and encourage all employees to participate in activities designed to promote affirmative action.

Agency employees will foster an atmosphere of inclusion, respect, and collaboration, which will reflect our commitment to represent our diverse community. Through this collaborative effort, the agency can achieve successfully its mission of protecting consumers and workers.

**References:**

- [ORS 243.305-243.315](#)
- [ORS 659A.012-659A.030](#)
- [DAS OAR 105-040-001](#)
- [EO 22-11](#) Relating to Affirmative Action, Equal Employment Opportunity and Diversity, Equity and Inclusion
- [Title VII, Civil Rights Act of 1964](#)
- [DCBS Affirmative Action Plan](#)

## C. Diversity, Equity and Inclusion Council

In support of AA/EEO/DEI, the agency has created an Inclusive Language guide and an equity lens, to create an equitable and inclusive community in which everyone feels valued and recognized, it is necessary to exercise the usage of inclusive language in our everyday communication such as in person interaction, emails, letters, marketing material, websites, social media, and other forms of communication.

EMP-02

Department of Consumer and Business Services	
<b>Diversity, Equity, &amp; Inclusion Council – Policy EMP-02</b>	
Division: Director's Office/Employee Services Owner: HR Director, Employee Services	Effective Date: 08/03/2016
Approved by:  Date: 3/29/2022	Review Date: 3/29/2024

**Applicability:**

This policy applies to all Department of Business and Consumer Services (DCBS) employees and the Workers' Compensation Board.

**Purpose:**

The Department of Consumer and Business Services Diversity, Equity, and Inclusion Council is an advisory body that promotes achieving the agency's diversity, equity, and inclusion initiative and business needs through effective culture change strategies.

**Policy:**

It is the policy that the Diversity, Equity, and Inclusion Council is a forum to share diversity information, events, and ideas; discuss diversity issues; collaborate and recommend implementation of diversity initiatives; and make recommendations regarding how to best use agency resources to achieve diversity, equity, and inclusion goals.

The council reflects an inclusive cross-section of the DCBS workforce: 15 staff, including management (classification level, racial, ethnicity, generation, organization, function, gender, sexual orientation, physical ability, location, religion, and socio-economic status).

The role of the Diversity, Equity, and Inclusion Council includes:

- Identifying critical diversity issues for leadership and staff
- Providing recommendations concerning diversity, equity, and inclusion initiatives
- Communicating the benefits of a diverse workforce
- Being familiar with the racial equity vision
- Working with the diversity, equity, and inclusion program manager to foster partnerships with stakeholders and community organizations
- Strengthening community engagement to develop external credibility and cultivating trust with the public we serve
- Promoting an environment that is inclusive
- Serving as role models to promote a cultural change (change agents)


The following are responsibilities of the Diversity, Equity, and Inclusion Council:

- A. Reviewing and providing feedback on programs, initiatives, and policies as they relate to workforce, strategic plans, and services to consumers, and making recommendations to the DCBS director, agency leadership, and Employee Services administrator.

## D. Inclusive Language

### Purpose:

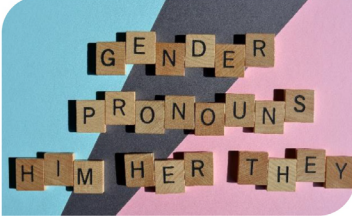
We have created this document to be supportive of the diverse communities in Oregon. Specific and careful use of language respects and honors our diverse communities in Oregon. Inclusive language is communication that actively uses words, phrases, and expressions that are welcoming to everyone. When possible, avoid assumptions and stereotypes that may exclude people one way or another.



350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405    503-947-7872    oregon.gov/dCBS/dei

## DCBS Inclusive Language

Specific and careful use of language respects and honors our diverse communities in Oregon.



Inclusive language is communication that actively uses words, phrases, and expressions that are welcoming to everyone. When possible, avoid assumptions and stereotypes that may exclude people one way or another. The exclusion may be inadvertent, but it can have a negative effect on people. To create an equitable and inclusive community in which everyone feels valued and recognized, it is necessary to exercise the usage of inclusive language in our everyday communication such as in person interaction, emails, letters, marketing material, websites, social media, and other forms of communication.

The current DEI Action Plan by the Governor's Office defines historically and currently underserved and underrepresented communities. These include Oregon residents that identify as:

- Native American, members of Oregon's nine federally recognized tribes, American Indian, Alaska Natives
- Black, African, African American
- Latina, Latino, Latinx, Hispanic
- Asian
- Pacific Islander (including Compact of Free Association citizens)
- Immigrants, refugees, asylum-seekers, deferred status holders, temporary protected status
- Undocumented, Deferred Action for Childhood Arrivals (DACA) recipients, "dreamers," nonimmigrant visa holders
- Linguistically diverse, English language learners (ELL)
- Economically disadvantaged
- People with disabilities
- LGBTQIA2S+
- Farmworkers, migrant seasonal workers

### State of Oregon's Definition of Diversity, Equity, Inclusion

**Diversity** is the appreciation and prioritization of different backgrounds, identities, and experiences, collectively and as individuals. It emphasizes the need for representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

**Equity** acknowledges that not all people or all communities are starting from the same place due to historic and current systems of oppression. Equity is

440-5770 (6/22/COM)

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## E. Equity Lens



350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405 503-947-7872 oregon.gov/dcbs



### DCBS: Race Equity Lens

Equity is important and engaging in equity work requires us to move away from the historical ways we engage with our communities towards a model that understands and prioritizes their needs, particularly those most affected by inequity. To become equitable, the work of equity must be understood.

At DCBS, a crucial component of collective leadership is to value, respect, and celebrate diversity in its many forms: race, ethnicity, national origin, ability, class, faith, age, gender identity, sexual orientation, and experience.

To accomplish this, we must apply an equity lens that allows us to see and understand the existing structures of racism and conditions that create inequities, as well as the changes that are necessary to create more equitable procedures, policies, and actions.

Changing these systems and achieving our mission will happen only if we act with explicit intent. With that in mind, DCBS has begun a journey of critically examining and improving our culture, norms, and stakeholders-facing approaches by creating this diversity, equity, and inclusion lens.

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## F. Diversity Equity and Inclusion Strategic Plan 2023 - 2025



# Diversity, Equity, and Inclusion Strategic Plan 2023 - 2025



**IX. Appendix D – Additional Federal Documentation [Executive Order 11246](#) (OFCCP regulations)**