

IV. 2005-2007

Accomplishments, 2005-07 Biennium

The department continues to work to create a diverse and multi-cultural organization, and will continue to build a more culturally competent workforce, create culturally appropriate and effective programs and service delivery systems, develop diversity-centered quality improvement strategies and create welcoming environments for our diverse client base and staff. The DHS Affirmative Action Plan is a key component of the department's ongoing diversity development efforts. It is written to measure the effectiveness the DHS Diversity Strategic Plan (Appendix C).

DHS has made substantial progress in recognizing that diversity goes beyond gender, racial or ethnic differences. Diversity is allowing for different viewpoints and perceptions, different ways of thinking and processing information, different methods of interaction and different ways of approaching problem solving.

We are committed to continuing our leadership role in Oregon state government in the recruitment, hiring and retention of a diverse workforce. In our department, as of September 30, 2006, women represented 73.5% of our workforce; people of color represented 16.7%; and people with disabilities represented 5.2% of the over-all workforce. Women represented 67.8 percent of all employees at salary range 24 and above. This compares to 44.5 percent for the rest of state government; People of color represented 12.6 percent of all DHS employees at salary range 24 and above, compared to 9.7 percent for the rest of state government. People with Disabilities represented 3.7 percent of all DHS employees at salary range 24 and above, compared to 2.7 percent for the rest of state government. The state totals reported also include DHS.

The DHS client population is becoming more culturally diverse. This trend toward a multi-cultural client population will continue as immigration from around the globe continues. DHS believes that a

diverse, culturally competent workforce is needed to provide effective human services to the people of Oregon. Although we are proud of our past accomplishments in affirmative action and diversity development, we understand that we must work continually to improve our goals and outcomes. During the 2005-2007 biennium we have worked to increase our progress towards our long-term goals and to meet specific needs that have arisen during this reporting period.

A. 2005-2007 DHS Affirmative Action Accomplishments

During the 2005-2007 Biennium the department has accomplished the following:

Employee/Applicant Related:

- Increased bilingual-employee population by 198 since November 2002 due to an aggressive recruitment and hiring effort;
- Increased total department-wide representation of People of Color (POC) by 68 employees since the start of the 2005-2007 biennium. This increase includes 9 upper and middle managers;
- Conducted a voluntary self-identification survey to update EEO records that resulted in a more accurate representation of DHS workforce for POC and people with disabilities (PWD). This increase will be reflected in the 4th quarter 2006 EEO-4 report. The survey is scheduled to occur at least once each biennium;
- Leading state employer of women in all EEO job categories;
- Have implemented inclusion of cultural competency in our management performance appraisal;
- Created a job rotation in the Recruitment and Retention Unit to target increasing our applicant pool for qualified bilingual job applicants, and;
- Created a Recruitment/Relations Diversity position in Multnomah, Washington and Clackamas Counties to focus on retention, recruitment, Human Resources, and diversity initiatives.

- Created a position at the Oregon State Hospital to coordinate Hospital diversity efforts.

Client Related:

- Adopted new rules, policy and procedures for assuring access to DHS programs, services and activities for people with disabilities (see Appendix A; complete list of policies and procedures located at: http://vrdweb.hr.state.or.us/policy/admin/exec/010_005.htm) and;
- Adopted Standards and Guidelines for Cultural Competency and Gender Specific Services Policy and used these to guide development of DHS strategic plans within divisions and districts.

Diversity Development Related:

- Updated and received DHS Cabinet approval for the DHS Diversity Strategic Plan and its Initiatives, as developed by the DHS Diversity Development Coordinating Council (DDCC) and;
- Through DHS Cabinet sponsorship and involvement we have taken steps to institutionalize the DDCC as part of the organization culture. There is direct communication from the DHS Cabinet to the DDCC. The DDCC has met with Cabinet or the Director at least quarterly during the 2005-2007 biennium and a Cabinet member attends Council meetings on a regular basis;
- Increased administration and management communication of cultural competency efforts and expectations through regular articles in the DHS Director's weekly message and the "Getting Results" newsletter;
- Sponsored a diversity book club to assist with current awareness and to develop recommended reading list for other areas to use, and;
- Marketed our diversity programs through regular DHS communications along with an active effort to make our publications accessible to people with disabilities and including diversity in our publications portraying a diverse workforce and customers.

Training Related:

- Initiated mandatory diversity and cultural-competency training sessions for managers and supervisors as part of our department-wide management training program for 2005-2007;

- Since February 2005, approximately 900 managers received mandatory diversity and cultural competency training during the 2005-2007 biennium and ongoing management training will be available and mandatory for all new managers;
- Designed and piloted a cultural competency training for all DHS staff that is to be rolled out in 2007 and delivered during the 2007-09 biennium;
- Delivered civil rights training developed by the Bureau of Labor and Industries (BOLI) and DHS Staff Development for managers. Over 100 staff have attended in the 05-07 biennium to date;
- With the Department of Transportation, sponsored the annual Diversity Conference, and continued support for diversity-awareness efforts in local communities throughout the state; over 1300 DHS employees attended the 2005 and 2006 conferences;
- Increased diversity awareness with numerous department sponsored events celebrating diverse cultures in the state, such as events commemorating Dr. Martin Luther King, African American History Month, Disability Employment Awareness Month, Hispanic Heritage and Native American Awareness month and;
- Included diversity and cultural competency in our workforce development initiatives in all management core competency trainings.

B. Progress Made or Lost Since Previous Biennium

All areas of the department have engaged in numerous and varied initiatives in support of its affirmative action goals during the 2005-2007 biennium. This section outlines the 2005-2007 goals of those initiatives and describes some of the steps that have been taken to achieve our goals.

1. Improve our efforts to increase the number of women, people of color and people with disabilities in our applicant pool.

- The department has created partnerships with organizations throughout the state, such as Portland State University, People with Disabilities Advisory Committee, Hispanic Network, and the Black

Networking Association, that can serve to increase our access to "protected-class" populations - women, people of color, and people with disabilities. Individual managers also develop liaisons with local, community-based organizations to assist in this area.

- The department has increased its participation in job fairs, internships and recruitment, and has provided leadership in establishing new programs designed to increase representation of protected-class populations, such as the "Hiring Individuals Ready for Employment" program for people with disabilities. DHS participates in a Department of Administrative Services workgroup to work on improving the effectiveness of the system.
- Essentials of Human Resource Training includes guidance for managers to assure a more inclusive recruitment process with a focus on diversity
- The Human Resource Recruitment and Retention Unit has developed and is implementing a strategic approach to increasing the department's pool of bilingual applicants. This involves an increased focus on future short- and long-term recruitment strategies that develop and use an active network of resources. The network consists of state and local community groups and higher-education placement services. During 2005-2007, DHS increased our total bilingual staff by 30 employees who were hired to help us meet the needs of our clients. Currently 8.6% (778) of our staff receive bi-lingual differential.

2. Increase our hiring, retention and utilization of protected-class employees by addressing work environment issues through training and organizational development efforts.

DHS has continued our focus concerning our recruitment and retention efforts and hired a manager to lead these efforts, which include:

Providing leadership in developing new retention strategies such as an employee mentorship program and evaluating work environment issues through the use of exit interviews in collaboration with other agencies;

- working to provide an environment in which staff will appreciate and validate differences in themselves and others;

- providing opportunities for DHS employees to receive information, training, and work experiences that increase their ability to work effectively with people of diverse cultural and ethnic backgrounds;
- providing support to DHS management staff as it addresses the supervisory, quality-improvement, productivity, teamwork, career-development, performance-evaluation and workplace-environment issues associated with staff diversity;
- providing developmental job assignments and encouraging promotions from within to support career advancement for our diverse workforce.

3. Increase focus on cultural competency

The department Diversity Manager position reports to the Recruitment and Retention Manager in the Office of Human Resources. The manager is charged with increasing the DHS focus on diversity and cultural competency. The manager also coordinates and reviews department efforts to provide culturally competent services to the clients. Where disparities are identified, the Diversity Manager acts as a resource to facilitate change.

The Diversity Manager is responsible for establishing a diversity-management structure that will create and deliver diversity-development systems, tools and services that lead and support organizational and workforce development to achieve department goals.

During the 2005-07 biennium, the department continued a priority cultural-competency training program for approximately 900 managers, supervisors and lead workers through the current biennium. Training has occurred at the District level and in all divisions.

4. Diversity Development Coordinating Council

The department has established a Diversity Development Coordinating Council (DDCC) that advises and makes recommendations to the department director and Cabinet regarding the impact of policies, practices and programs on both our diverse client-service delivery and workforce development. The DDCC has primary responsibility to develop a diversity department-wide strategic plan and advises and

provides feedback to divisions on strategic plans developed at the division or district level.

The diversity development manager works closely with the council in coordinating the diversity committee structure throughout the department.

The council includes DHS employees from all levels of the organization and representatives from our employee groups that serve as resources on diversity issues. The council also invites participation from state and local community partners. The council develops the strategic plan for DHS and recommends initiatives to the Cabinet and diversity manager. (See Appendix C). The DDCC meets regularly with the diversity manager and the Cabinet to monitor progress and report outcomes.

5. Increase collaboration with other state agencies and community-based organizations.

The department has increased its collaboration with other state agencies and various community-based organizations representing protected-class constituencies.

As the department moves forward in our diversity development efforts, inclusion of community partners as stakeholders is seen as a critical need.

Division plans include strategies to identify and include partners at the county, inter-agency and community groups in developing and implementing our diversity initiatives and for developing and evaluation of the effectiveness of our programs to assure we are truly serving the needs of each local community.

6. Expand the scope of diversity development activities.

The department has conducted many diversity-development activities and training sessions to increase awareness and cultural competency among administrators, managers, and line staff. As part of this effort, DHS has:

- sponsored diversity awareness events locally throughout the state;
- reinstated and sponsored the annual department-wide conference focused on client- and workplace-diversity issues for 2005; 2005 and

2006 conferences provided the opportunity for over 1300 employees to receive a full day of training on a variety of issues related to cultural competency.

- throughout the biennium, local districts have established diversity and bilingual committees that educate staff and assist in local recruitment efforts.
- Provided cultural-competency training, to several areas of the department including reception staff, and health programs.
- Planned, developed and began implementation of a department-wide, mandatory, cultural-competency training program for managers and supervisors.
- Offered disability-awareness training, such as Diversity and Disability training to 190 staff during the 2005-07 biennium. and ongoing and Americans with Disabilities Act (ADA) trainings, through partnerships with the Region X Disability Business and Technical Assistance Center.

7. Strengthening communication

The department has increased its commitment to communicate the importance of diversity development within the department and in external communications by:

- Increasing the number of articles in DHS newsletters and other publications reflecting the diversity of our workforce and the clients we serve;
- Using our "Director's Weekly Message" (which is sent to all employees and thousands of community partners) to communicate a commitment to diversity issues;
- Developed a marketing plan for the diversity program in DHS.
- Increased resources available on the DHS Diversity website; www.dhs.state.or.us/aboutdhs/diversity/
- Placing disability accommodation statements on DHS documents.

Statistics

The chart on the following two pages summarize a comparison of the makeup of the DHS workforce at the beginning of the 2005 biennium to the most current available department totals (09/30/06). The comparison

includes parity figures - A condition achieved in an organization when the protected class composition of its work force is equal to that in the relevant available labor force. Parity figures are established by the Governor's Affirmative Action Office by EEO-4 Job category. (See Appendix C). The department parity goals outlined in the following table are listed by EEO-4 job sub-category.

**Department of Human Services
Workforce Representation Report
Affirmative Action Analysis as of June 30, 2005**

EEO Categories	Total Employees	Women (W)				People of Color (POC)				Over/Under Goal		
		Actual FTE*	Group %*	Parity FTE*	Parity %*	Actual FTE*	Group %*	Parity FTE*	Parity %*	Womer	POC	PWD
A01 Middle Management	641	417	65.1%	275.6	43.0%	75	11.7%	87.1	13.6%	141.4	-12.1	-7.4
A02 Upper Management	203	108	53.2%	74.2	36.6%	18	8.9%	24.7	12.2%	33.8	-6.7	-4.1
B01 Engineer/Architect	11	2	18.2%	1.3	12.3%	0	0.0%	1.3	12.3%	0.7	-1.3	0.4
B02 Communication/Editor	0	0		0.0	41.7%	0		0	9.0%	0.0	0.0	0.0
B03 Teacher/Education	31	26	83.9%	18.4	59.4%	4	12.9%	2.9	9.6%	7.6	1.1	-1.8
B04 Nurse/Health	357	263	73.7%	251.3	70.4%	26	7.3%	40.3	11.3%	11.7	-14.3	-18.4
B05 Physician/Dentist/Veterinarian	67	28	41.8%	22.3	33.4%	6	9.0%	7.6	11.4%	5.7	-1.6	0.0
B06 Food Service Manager	13	11	84.6%	6.8	52.9%	1	7.7%	0.7	6.1%	4.2	0.3	-0.7
B07 Purchasing Agent/Analyst	27	9	33.3%	11.6	43.2%	0	0.0%	1.4	5.3%	-2.6	-1.4	0.4
B08 Natural Resource	61	28	45.9%	15.3	25.1%	7	11.5%	4.3	7.2%	12.7	2.7	-2.6
B09 Social Science/Planner/Researcher	151	81	53.6%	65.9	43.7%	16	10.6%	15.1	10.0%	15.1	0.9	-1.0
B10 Personnel/Employment	82	61	74.4%	47.2	57.6%	13	15.9%	9.5	11.6%	13.8	3.5	4.1
B11 Inspector/Compliance/Investigator	88	56	63.6%	42.3	48.1%	16	18.2%	9.4	10.7%	13.7	6.6	5.8
B12 Computer Analyst	288	104	36.1%	93.3	32.4%	31	10.8%	37.4	13.0%	10.7	-6.4	0.8
B13 Attorney/Hearings Officer	4	4	100.0%	1.2	30.6%	0	0.0%	0.3	7.9%	2.8	-0.3	-0.2
B14 Librarian/Archival Specialist	1	1	100.0%	0.7	70.4%	0	0.0%	0.1	10.0%	0.3	-0.1	0.0
B15 Accounting/Finance/Revenue	114	67	58.8%	60.4	53.0%	13	11.4%	14.8	13.0%	6.6	-1.8	-0.8
B16 Program Coordinator/Analyst	483	368	76.2%	198.5	41.1%	60	12.4%	45.8	9.5%	169.5	14.2	1.1
B17 Social Services	2145	1,689	78.7%	1,287.0	60.0%	359	16.7%	336.7	15.7%	402.0	22.3	-18.7
C01 Health	51	35	68.6%	38.5	75.5%	7	13.7%	7	13.8%	-3.5	0.0	3.0
C04 Computer	45	23	51.1%	16.2	36.0%	2	4.4%	5.7	12.7%	6.8	-3.7	3.3
C05 Audiovisual	3	3	100.0%	1.2	40.6%			0.2		1.8		
C06 Revenue Agent/Examiner	14	13	92.9%	9.5	68.1%	2	14.3%	1	7.6%	3.5	1.0	0.2
E01 Nonsupervisory	2376	1,729	72.8%	1,380.4	58.1%	523	22.0%	232.8	9.8%	348.6	290.2	-25.5
E02 Supervisory	33	10	30.3%	19.1	58.0%	3	9.1%	2.4	7.5%	-9.1	0.6	-1.9
F00 Administrative Support	1503	1,362	90.6%	1,056.6	70.3%	238	15.8%	145.7	9.7%	305.4	92.3	58.9
G03 Trades/Maintenance Repair	16	0	0.0%	2.1	13.4%	2	12.5%	1.4	9.1%	-2.1	0.6	-0.9
G05 Mechanical/Boiler Operator	14	0	0.0%	1.7	12.5%	0	0.0%	1	7.5%	-1.7	-1.0	-0.8
G06 Trades	15	0	0.0%	1.7	11.5%	2	13.3%	1	7.1%	-1.7	1.0	0.1
G08 Skilled Crafts (SR18+)	10	3	30.0%	1.6	16.1%	0	0.0%	0.6	6.7%	1.4	-0.6	0.4
H00 Service Maintenance Worker	152	77	50.7%	57.4	37.8%	20	13.2%	17.6	11.6%	19.6	2.4	-2.1
Total DHS	8999	6,578		5,059		1444		1056		1518.7	388.4	-8.4

PWD Totals
Total
530
%
5.9

Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency

*May be duplication in counts of individuals within the W, POC and PWD categories

Data Source: DAS HRMD IRD: Affirmative Action Progress Report AAPRGRS02 A - 6/30/05

DHS Affirmative Action Plan submitted to the Governor's Affirmative Action Office on 1/12/2007

**Department of Human Services
Workforce Representation Report
Affirmative Action Analysis as of September 30, 2006**

EEO Categories	Total Employees	Women (W)				People of Color (POC)				Over/Under Goal		
		Actual FTE*	Group %*	Parity FTE*	Parity %*	Actual FTE*	Group %*	Parity FTE*	Parity %*	Womer	POC	PWD
A01 Middle Management	623	422	67.7%	267.8	43.0%	81	13.0%	84.7	13.6%	154.2	-3.7	-11.3
A02 Upper Management	198	105	53.0%	72.4	36.6%	21	10.6%	24.1	12.2%	32.6	-3.1	-5.8
B01 Engineer/Architect	10	2	20.0%	1.2	12.3%	0	0.0%	1.2	12.3%	0.8	-1.2	0.4
B02 Communication/Editor	8	6	75.0%	3.3	41.7%	1	12.5%	0.7	9.0%	2.7	0.3	-0.4
B03 Teacher/Education	34	27	79.4%	20.1	59.4%	3	8.8%	3.2	9.6%	6.9	-0.2	-2.0
B04 Nurse/Health	348	252	72.4%	244.9	70.4%	26	7.5%	39.3	11.3%	7.1	-13.3	-18.8
B05 Physician/Dentist/Veterinarian	69	27	39.1%	23.0	33.4%	7	10.1%	7.8	11.4%	4.0	-0.8	-0.1
B06 Food Service Manager	12	10	83.3%	6.3	52.9%	1	8.3%	0.7	6.1%	3.7	0.3	-0.7
B07 Purchasing Agent/Analyst	35	15	42.9%	15.1	43.2%	1	2.9%	1.8	5.3%	-0.1	-0.8	0.9
B08 Natural Resource	63	31	49.2%	15.8	25.1%	8	12.7%	4.5	7.2%	15.2	3.5	-2.7
B09 Social Science/Planner/Reseacher	161	87	54.0%	70.3	43.7%	16	9.9%	16.1	10.0%	16.7	-0.1	-2.6
B10 Personnel/Employment	81	54	66.7%	46.6	57.6%	14	17.3%	9.3	11.6%	7.4	4.7	2.2
B11 Inspector/Compliance/Investigator	114	75	65.8%	54.8	48.1%	20	17.5%	12.1	10.7%	20.2	7.9	6.2
B12 Computer Analyst	259	93	35.9%	83.9	32.4%	36	13.9%	33.6	13.0%	9.1	2.4	0.5
B13 Attorney/Hearings Officer	4	4	100.0%	1.2	30.6%	0	0.0%	0.3	7.9%	2.8	-0.3	-0.2
B14 Librarian/Archival Specialist	1	1	100.0%	0.7	70.4%	0	0.0%	0.1	10.0%	0.3	-0.1	0.0
B15 Accounting/Finance/Revenue	131	83	63.4%	69.4	53.0%	19	14.5%	17	13.0%	13.6	2.0	-2.8
B16 Program Coordinator/Analyst	557	416	74.7%	228.9	41.1%	63	11.3%	52.9	9.5%	187.1	10.1	-1.4
B17 Social Services	1994	1,561	78.3%	1,196.4	60.0%	337	16.9%	313	15.7%	364.6	24.0	-34.6
C01 Health	44	33	75.0%	33.2	75.5%	7	15.9%	6	13.8%	-0.2	1.0	2.4
C04 Computer	40	25	62.5%	14.4	36.0%	2	5.0%	5	12.7%	10.6	-3.0	3.6
C05 Audio-Visual	8	8	100.0%	3.2	40.6%	0	0.0%	0.7	9.2%	4.8	-0.7	-0.4
C06 Revenue Agent/Examiner	16	16	100.0%	10.8	68.1%	3	18.8%	1.2	7.6%	5.2	1.8	-0.9
E01 Nonsupervisory	2491	1,845	74.1%	1,447.2	58.1%	576	23.1%	244.1	9.8%	397.8	331.9	-36.4
E02 Supervisory	29	8	27.6%	16.8	58.0%	4	13.8%	2.1	7.5%	-8.8	1.9	-1.7
F00 Administrative Support	1519	1,376	90.6%	1,067.8	70.3%	243	16.0%	147.3	9.7%	308.2	95.7	38.9
G03 Trades/Maintenance Repair	6	0	0.0%	0.8	13.4%	0	0.0%	0.5	9.1%	-0.8	-0.5	-0.3
G05 Mechanical/Boiler Operator	11	0	0.0%	1.3	12.5%	1	9.1%	0.8	7.5%	-1.3	0.2	-0.6
G06 Trades	18	0	0.0%	2.0	11.5%	1	5.6%	1.2	7.1%	-2.0	-0.2	0.0
G08 Skilled Crafts (SR18+)	9	2	22.2%	1.4	16.1%	0	0.0%	0.6	6.7%	0.6	-0.6	1.5
H00 Service Maintenance Worker	171	74	43.3%	64.6	37.8%	21	12.3%	19.8	11.6%	9.4	1.2	-4.2
Total DHS	9064	6,658		5,086		1512		1052		1572.4	460.3	-71.3

PWD Totals	
Total	%
471	5.2

Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency
 *May be duplication in counts of individuals within the W, POC and PWD categories
 Data Source: DAS HRMD IRD: Affirmative Action Progress Report AAPRGRS02 A - 9/30/06

Analysis

During the past biennium, DHS maintained its significantly high representation of **women** at all levels of our organization. We have exceeded parity for all of our EEO job categories for this class of employee except Skilled Craft jobs.

We have achieved parity for **people of color** in the professional, paraprofessional and administrative support jobs. The department made positive progress toward parity in the Official and Administrators, Upper Management category, moving from 8.9% to 10.6%. Middle Management representation moved from 11.7% to 13% during this biennium. Reaching parity in this category remains a long-term goal that is yet to be achieved. We remain under parity in the professional Nurse/Health subcategory but did make progress during 2005-2007.

People with disabilities have achieved parity in technician and administrative support job categories. In all other job categories DHS has not achieved parity, but has made progress. The Department conducted a voluntary self-identification in September 2006, the results of which are not reflected in the September 06 quarterly report. We expect the survey will provide a more accurate picture of the employees in DHS who self-identify as being people with disabilities. Because measures of the workforce representation of people with disabilities rely on voluntary self-identification, the actual number of DHS employees with disabilities is unknown. DHS believes that fostering an accessible, welcoming environment for all employees will increase the likelihood of employees to voluntarily self-identify in future surveys that are now planned to occur each even numbered year of the biennium. We will outline other strategies in the goals section of our plan.

The 2005-07 Affirmative Action Plan will continue to focus on remedying the under-representation of people of color and people with disabilities in the upper- and middle- management and professional categories, and people with disabilities in the paraprofessional category. We will also focus on building upon the significant gains we accomplished during the 2005-2007 biennium. Many in DHS have advocated for setting hiring goals to reflect the demographics of the communities we serve instead of basing our goals on the local labor market availability or parity. This is an

exemplary goal and represents the long-term direction of the department in regards to taking affirmative action. For 2007-2009 we still have areas we have not yet achieved parity. We will support those areas of the department who are looking at going beyond parity, but will focus renewed effort toward achieving department-wide parity.

Corrective Action Strategies

A. Upper and Middle management:

This category should increase by 7 people of color.

We need to increase representation of people with disabilities by 17 to reach parity.

Strategies

- Actively recruit and provide developmental opportunities for current employees who are interested in moving into management or supervisory positions.
- OHR Recruitment Unit meets with district and central office management to plan strategically for applicant outreach on an ongoing basis.
- Provide opportunities for existing employees to be more comfortable about voluntary self-identification of disability status, including offering disability-awareness training.
- Track reasonable accommodation requests and provide training to staff on the reasonable accommodation process
- Increase efforts to assure that our applicant pool and hiring panels are racially and ethnically diverse and include people with disabilities.
- Provide ongoing mentoring and sponsorship programs; monitor and evaluate outcomes for effectiveness to assure such programs are fully inclusive for all employees seeking career development.
- Continue with Human Resource training for managers to address recruitment responsibilities and strategies to insure consistency and fairness.

B. Professional:

This category should increase by 61 people with disabilities. Most of these underrepresented groups are in the health or nursing job

classifications found primarily in the Addiction and Mental Health Services and Seniors and People with Disabilities divisions and social service positions located throughout the department.

DHS has achieved parity for people of color in the professional category overall. However, within the Nurse/Health subcategory, people of color are underrepresented by 13.

Strategies:

- Encourage further educational opportunities for current employees who are interested in moving into professional job classifications.
- Provide opportunities for existing employees to be more comfortable about self-disclosure of disability status, including offering disability awareness training.
- Use direct recruitment at health profession conferences and job fairs to assure that applicant pool and hiring panels are racially and ethnically diverse.
- DHS program staff, DAS and the Office of Human Resources to explore applying life and work experience equivalencies to meet the academic requirements of specific classifications.
- Review position descriptions to assure people with disabilities are not being screened out of the recruitment process.
- Continue with human resource training for managers to address recruitment responsibilities and strategies to ensure consistency and fairness.
- Office of Human Resources, working with the Diversity Council and various diversity committees, to develop and maintain current resource material to assist managers recruit a diverse workforce.

C. Technicians:

This category should increase by four people of color.

Strategies:

- Increase efforts to assure that applicant pool and hiring panels are racially and ethnically diverse.
- Monitor these job categories for hiring opportunities.

D. PROTECTIVE SERVICE WORKERS – There are no DHS job classifications in this category.

E. Para-professionals:

This category should increase representation of people with disabilities by 36. Women are underrepresented in the supervisory sub-category by 8.

Strategies:

- Provide opportunities for existing employees to be more comfortable about self-disclosure of their disability status, including offering disability awareness training.
- Increase efforts to assure that applicant pool and hiring panels are diverse.
- Work with the Office of Vocational Rehabilitation Services to make more efficient use of the Hire Individuals Ready for Employment (HIRE) system to recruit people with disabilities.
- Provide disability-awareness training targeted to those areas of the department that reflect low representation of people with disabilities
- Develop on the job training and developmental opportunities and make an outreach effort to include individuals with disabilities

F. Administrative Support

DHS has achieved and maintained parity in this category for women, people of color and people with disabilities.

G. Skilled craft:

This category should increase by four women, and four people with disabilities.

Strategies:

- Provide diversity and EEO training to raise awareness of issues.
- Plan for specific, targeted recruitment for new hire opportunities as they occur.
- Improve monitoring process for job categories that have large percentage of women that can change when one or two people leave the workforce.

H. Service maintenance:

This category should increase by two people with disabilities

Strategies:

- Provide disability-awareness training.
- Plan for specific, targeted recruitment for new hire opportunities as they occur.
- Provide opportunities for existing employees to be more comfortable about self-disclosure of their disability status.