

State of Oregon
Board of Parole and Post-Prison Supervision
John Bailey, Chairperson



Affirmative Action Plan
July 1, 2023 – June 30, 2025



Table of Contents

I. Description of Agency	3
A. Mission and Objectives	3
B. Agency Director & Administrators	3
C. Governor’s Policy Advisor for Board of Parole and Post-Prison Supervision	3
D. Affirmative Action Representative	3
Org Chart.....	4
II. Affirmative Action Plan	5
A. Agency Affirmative Action Policy Statement	5
B. Agency Diversity, Inclusion & Accessibility Statement	6
C. Training, Education and Development Plan and Schedule	7
D. Programs	7
E. Executive Order 22-11	8
F. Status of Contracts to Minority Businesses (ORS 659A.015).....	9
III. Roles for Implementation of Affirmative Action Plan	9
A. Responsibilities and Accountabilities	9
IV. July 1, 2021 -- June 30, 2023	10
A. Accomplishments.....	10
B. Progress Made or Lost Since Previous Biennium	10
V. July 1, 2023 – June 30, 2025	11
Goals for the Board’s Affirmative Action Plan.....	11
VI. APPENDIX A	13
VII. APPENDIX B	13
VIII. APPENDIX C	13
IX. APPENDIX D	13

I. Description of Agency

A. Mission and Objectives

We support a safe and just Oregon by protecting citizens' rights and promoting positive offender change while maintaining accountability. Through engagement of partners, development of efficient policies, and respect for diversity, our strong, valued workforce strives for a better future for our state.

Board of Parole & Post-Prison Supervision (Board) Mission

The full-time Board was authorized in 1969. The Governor appoints the five full-time members for four-year terms and appoints the chair and vice-chair. The Board's decisions are based on applicable laws, victims' interests, public safety, and the recognized principles of offender behavioral change.

The Board imposes prison terms and makes release decisions for offenders whose criminal conduct occurred prior to November 1, 1989. The Board also makes release decisions for offenders convicted of murder, aggravated murder, or convicted as a dangerous offender, whose criminal conduct occurred after November 1, 1989.

The Board sets conditions of supervision for all offenders being released from prison: imposes sanctions for violations of supervision; issues warrants; and determines whether discharge from parole supervision is compatible with public safety. Discharge from supervision for offenders sentenced under sentencing guidelines occurs automatically upon expiration of the statutory period of post-prison supervision.

The Board is responsible for assessing and classifying registered sex offenders to a sex offender notification level (SONL) based on their risk to reoffend in the community. The Board is also responsible for conducting hearings for those registrants who will be eligible to petition for reclassification to a lower SONL or relief from registration.

B. Agency Director & Administrators

Executive Director, Dylan Arthur (503) 945-0919
Board Chairperson, John Bailey (503) 945-9009
Board Vice-Chair, Ronee Kliewer (503) 945-9009
Operation's Manager, Susi Hodgins (503) 945-7667

C. Governor's Policy Advisor for Board of Parole and Post-Prison Supervision

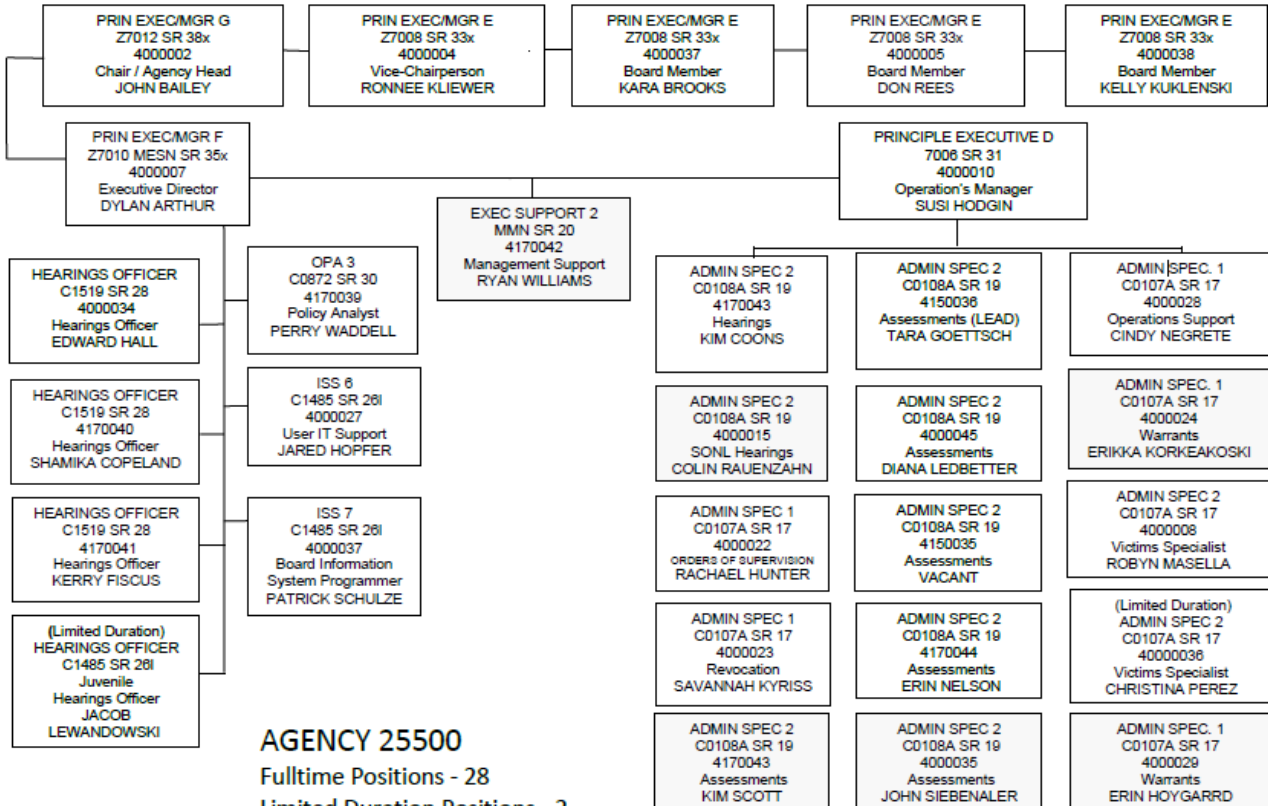
Governor's Public Safety Policy Advisor, Constantin Severe (503) 986-6550

D. Affirmative Action Representative

Operation's Manager, Susi Hodgins
Oregon Board of Parole & Post-Prison Supervision
2575 Center Street NE, Suite 100
Salem, Oregon 97301
(503) 945-7667, www.oregon.gov/boppps



Oregon Board of Parole Organizational Chart



AGENCY 25500
 Fulltime Positions - 28
 Limited Duration Positions - 2
Total Staff = 30

2024

II. Affirmative Action Plan

A. Agency Affirmative Action Policy Statement

The Board is committed to a program of affirmative action for fair and equal opportunity regardless of race, creed, color, natural origin, sexual orientation, age, marital status, veteran status, or the presence of any sensory or physical disability.

Board management actively works to create and promote a work environment that is free of sexual advances, sexual or racial harassment, or discrimination of any type. It is the Board's policy to investigate any complaint alleging discrimination immediately and to take action to resolve the issue. The Board acknowledges the right of a complainant to file formal charges with appropriate agencies, both state and federal. No employee will be retaliated or discriminated against in any manner because the person opposed discrimination or filed a complaint.

This policy is enforced through full commitment to adhering to all applicable laws, rules and procedures of the Oregon Board of Parole and Post-Prison Supervision, the Oregon Department of Administrative Services, the Oregon Governor's office, the State of Oregon, and the federal government.

Staff receives updated copies of this report and understands their rights to file complaints of discrimination and harassment. These are investigated fairly and resolved by the agency Affirmative Action Representative (AAR) according to State of Oregon policy, with assistance and guidance available from the Department of Administrative Services. The AAR is responsible for disseminating the policy to all employees by hard copy or e-mail, and through access to the original file on the agency shared computer drive. The AAR will be accountable to report annually to the Board Chairperson any increase in discrimination or harassment claims and for carrying out the plan.

If an employee is not satisfied with the complaint process within the agency and wishes to appeal to an agency decision, the employee may contact one of the organizations listed below. Nothing in this policy prevents any person from filing a grievance in accordance with the Collective Bargaining Agreement or a formal complaint with the [Bureau of Labor and Industries \(BOLI\)](#) or [Equal Employment Opportunity Commission \(EEOC\)](#). However, some collective bargaining agreements may require an employee to choose between the complaint procedure outlined in the agency's guideline for filing a BOLI or EEOC complaint.

Oregon Bureau of Labor and Industries - Civil Rights Division

800 NE Oregon St., Suite 1045

Portland 97232

Phone: 971-673-0764, Fax: 971-673-0765

<http://www.oregon.gov/boli/CRD>

Office of Human Resources

Oregon Employment Department

875 Union St. NE #102

Salem, OR 97311

Phone: 503-947-1289, TTY: 800-735-2900

B. Agency Diversity, Inclusion & Accessibility Statement

The Board remains committed to its policy on affirmative action and equal opportunity and to a rigorous and active affirmative action program. Our personal commitment to these ideas is represented in the Affirmative Action Plan (“the Plan”). Likewise, the Plan represents the Board’s commitment to equal opportunity and affirmative action in employment and public service, consistent with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This Affirmative Action Plan has our complete authorization and commitment.

If you have any questions regarding the agency’s Affirmative Action Plan, please contact the Affirmative Action Representative listed below.

Susi Hodgkin, Affirmative Action Representative
Oregon Board of Parole and Post-Prison Supervision
(503) 945-7667
Susi.a.hodgin@doc.state.or.us

C. Training, Education and Development Plan and Schedule

1. **Employees:** The Board encourages all staff to identify and participate in training to develop their skills to compete successfully for other career opportunities inside and outside the agency. Management actively seeks training opportunities for all staff members and schedules their attendance accordingly. Board sponsorship for fees or tuition is allowed as funds are available. There is also the option of receiving time off with pay or a flexible work schedule to participate in training. The Board conducts staff trainings during monthly staff meetings. Affirmative action updates are circulated to staff as they become available. Plans are available to all employees and updated as needed.
 - The small size of the agency and the highly specialized technical nature of the positions require extensive internal education, coaching and cross-training. All employees can pursue advancement both within existing positions and in preparation for moving to other positions within the agency.
2. **Volunteers:** The Board currently has an internship program with local colleges and universities. Interns are required to read the agency affirmative action policy, workplace expectations and complaint procedures.
3. **Contractors & Vendors:** The Board awarded personal services contracts during the 2021-22 biennium for the purpose of conducting offender evaluations at the request of the Board, as well as sex offender risk assessments pursuant to ORS 163A.100. Custodial services and vending are provided by organizations that work with individuals with disabilities. The Board posts all competitive contracts on the State's ORPIN system to ensure that the pool of responders is as varied as possible. Qualified women- and minority-owned businesses are selected when available.
4. **Partners:** The Board extends invitations to many trainings to our stakeholders and partners. By collaborating with the DPSST, the Board can offer credit for certain trainings to parole officers throughout the state. The Board also follows the guidelines in the State of Oregon Diversity, Equity, and Inclusion Action Plan.
5. **Trainings & Presentations Completed July 1, 2021-June 30, 2023:**
(The pandemic delayed the roll out of many trainings.)
 - a. Transgender 101.
 - b. Preventing Discrimination and Harassment in the Workplace.
 - c. Participation in the annual Oregon Diversity Conference.

D. Programs

1. **Internship Programs:** The Board has an internship program and has created a training module that includes the Board's policies, and the agency's affirmative action policy. Interested students from area colleges and universities participate for school credit. They get valuable insight into the criminal justice system and working for state government.
2. **Mentorship Programs:** The Board does not currently have any mentorship programs.

3. **Community Outreach:** The Board has no independent community outreach program regarding employment recruitment but does participate with the State of Oregon in providing announcements and information.
4. **Diversity, Equity & Inclusion Program:** Board committee.
 - a. Ongoing Projects:
 - i. Board initiative to collect and analyze diversity data for Board registered victims.
 - ii. Development and organization of DEI training opportunities.
 - iii. Diversity discussion groups led by staff to provide an opportunity to learn about each other's experiences.
 - iv. Initiative to highlight rehabilitative success for individuals who have completed supervision successfully.
 - b. Completed Projects:
 - i. Creation of committee and invitation for membership.
 - ii. Review and translation of Board documents and forms into Spanish where appropriate.
 - iii. Creation of Board *Library of Diversity, Equity, Inclusion & Accessibility Training Materials*.
 - iv. DEI Committee members presented at the Association of Paroling Authorities International 2023 conference.
5. **Leadership Development/Training Programs:** The Executive Director actively seeks leadership training opportunities for Board management. Board sponsorship for fees or tuition is allowed as funds are available. There is also the option of receiving time off with pay or a flexible work schedule in order to participate in training. Additionally, management and employees are encouraged to participate in any available training through WorkDay.

E. Executive Order 22-11

1. **Respectful Leadership Training (Diversity, Equity, Inclusion & Accessibility):** Board supervisory and management staff provides diversity information and training as it becomes available. This may be included during monthly staff meetings or conducted by outside resources or agencies. The Board provides the opportunity for staff to attend the annual Oregon Diversity Conference.
2. **Statewide Exit Interview Survey:** The Board runs periodic reports to review the results collected and perform a data analysis. The data analysis provides an understanding of how much of the voluntary turnover is preventable and how much is non-preventable. This data represents an essential piece of information that is fundamental in the data analysis. If the analysis identifies a negative opinion regarding the agency's workplace environment, the Board uses this information as an opportunity to make changes to improve the work environment for the current employees and improve job satisfaction.

3. **Performance Evaluations of All Management Personnel:** Currently, the Board has two permanent management positions, the Executive Director and Operations Manager. Managers regularly receive performance evaluations.

F. Status of Contracts to Minority Businesses (ORS 659A.015)

1. Number of contracts with Minority- or Women-owned businesses:
 - a. 77% of total contracts are with minority- or women-owned businesses
 - b. 15% of contracts employ persons with disabilities
 - c. Unknown percent of contracts employ persons of color.

III. Roles for Implementation of Affirmative Action Plan

A. Responsibilities and Accountabilities

1. **Director & Administrators:** The Chairperson of the Board, as agency head, has the overall responsibility for Board compliance with policy and achievement of the affirmative action goals to which the Board is committed, and will provide leadership to management, monitor progress toward meeting goals and objectives, and ensure compliance with applicable federal and state laws, rules, regulations, and executive orders.
2. **Managers and Supervisors:** The Executive Director and Operations Manager are accountable to the Chairperson for carrying out the Affirmative Action Plan. They are measured on affirmative action efforts and compliance with the agency's policy. The Operations Manager serves as the agency Affirmative Action Representative and is responsible for investigating or addressing any claims or concerns from employees. The Operations Manager is involved in several efforts, including affirmative action workshop meetings, trainings, and orientations, as well as serving as the agency's liaison to the State and Tribal Summit meetings and public safety cluster liaison. The Executive Director also supports the Board's efforts to comply with the agency's policy and may assist the Executive Assistant with the abovementioned responsibilities.
3. **Affirmative Action Representative:** The Board's Affirmative Action Representative is responsible for:
 - a) Disseminating affirmative action information through orientation, training, and management consultation;
 - b) Coordinating activities to implement the Affirmative Action Plan;
 - c) Monitoring progress toward affirmative action goals.
 - d) Coordinating the development and communication of agency-wide policies and procedures related to AA/EEO.
 - e) Identify opportunities for mentoring, training, and developmental assignments to assist qualified underserved communities, women, and disabled persons to increase their job skills and advance their careers.
 - f) Developing or contracting for training for staff on AA/EEO issues, workplace harassment and cultural competence.

- g) Assuring the agency recruitment efforts are carried out in compliance with AA and EEO goals and assisting with efforts to meet affirmative action recruitment and promotion of people of color, people with disabilities, women, and those under the protected classes.
- h) Investigate and address complaints, conduct affirmative action information sessions for staff, and oversee and participate in related activities for staff, including members of protected groups. This oversight and participation occur through staff meetings, trainings, e-mail, and other activities, including work and social events.
- i) Because the AAR is the Operations Manager, they have the authority, resources, and support of top management in the enforcement, refinement or reshaping of the plan.
- j) The AAR is accountable to the Executive Director and Board Chairperson for the results of affirmative action goals and objectives.

IV. July 1, 2023 -- June 30, 2025

A. Accomplishments

The agency is composed of 28 FTE positions. FTE positions include the five Board members. The Board has veterans, minorities and women represented in several EEO job categories utilized by the agency.

- Total representation by women is 64%
- Total representation by people of color is 18%
- Total representation by veterans is 4%
- Total representation by people with a disability is 11%

The Board utilizes State of Oregon Department of Administrative Services and WorkDay training materials in the 2023-25 biennium for the training of Board Members and staff on AA/EEO issues, workplace harassment and cultural competence.

B. Progress Made or Lost Since Previous Biennium

1. Changes in the number of protected classes since the last biennium.
 - Women: same
 - People of Color: 9% decrease
 - Veterans: same
 - People with Disabilities: same
2. The Board participated in affirmative action workgroups as time permitted, and shared information sent out by the workgroup with all staff. The Board is committed to fulfilling its affirmative action requirements. For all position openings, it recruits through our partner agency, the Department of Corrections, which provides announcements to DAS and to protected class applicants with a goal of increasing employment of individuals with disabilities and people of color. Applicants certified as severely disabled receive a copy of the position description, describing the essential functions of the position. Reasonable accommodations for persons with disabilities are made upon request.

The Board has a comprehensive retention strategy in the fair and respectful treatment of all employees, applicants, and other stakeholders. Employees feel valued and respected as an

individual and as a member of the agency team. This is one of the great strengths of the Board. Our low turnover rate has been fortunate as staff have grown and developed as part of the team.

The Board did not identify generations of employees within the agency, but has identified no challenges related to staffing, including recruitment, retention, or promotion. All promotional opportunities are monitored for equal access.

The Board provided staff with training opportunities to enhance job performance and satisfaction, as well as promotional opportunities. Training was also provided for gender-specific workplace performance improvement.

The Board did not directly participate in any job fairs in the last biennium but did provide materials and announcements to its partner agency, Department of Corrections, which assists the Board in all recruitment efforts.

V. July 1, 2025 – June 30, 2027

Goals for the Board's Affirmative Action Plan:

In the 2025-27 biennium, the Board will pursue the following goals and strategies:

1. Maintain the Board's commitment to affirmative action through the continued development and adherence to its Affirmative Action Plan.
 - **Strategy**
 - a) Evaluate and revise policies and procedures as needed to promote the Board's commitment to affirmative action and equal employment opportunity.
 - b) Recruit qualified persons with disabilities, minorities, women and other protected classes for position and volunteer vacancies.
 - c) Promote qualified people of color, people with disabilities, women, and other protected classes.
2. Continue dialogue among staff and board members to foster understanding and support for the Board's commitment to affirmative action.
 - **Strategy**
 - a) Increase staff and board member knowledge and awareness of affirmative action through review and discussion of the Affirmative Action Plan.
 - b) Train and inform managers and employees as to their rights and responsibilities under the Board's affirmative action policy.
 - c) Make the complete Affirmative Action Plan available and accessible to all Board members, employees, and contractors.
 - d) Continue to provide resources for employees to encourage their career development in state services, as is reasonably practicable to do so. To accomplish this mission, the Board may provide opportunities for training to employees for developing proficiency, enhancing skills, and encouraging development in areas for potential advancement. Staff shall be eligible for mandated and required training

and these suggestions are frequently discussed during performance reviews to meet individual goals for upcoming year. Suggested training opportunities will be considered by management for approval.

- e) Continue to implement the Board's Diversity, Equity, and Inclusion Program. The Board will continue to seek participation from staff and encourage staff to participate in committee organized trainings and presentations.
3. Evaluate and improve, if necessary, recruitment methods to increase ethnic diversity among Board members as vacancies occur.
 - **Strategy**
 - a) Recommend qualified women, minority, veteran, and disabled candidates to the Governor's Office for Board member vacancies.
 - b) Allow individuals to work remotely from anywhere in Oregon. This will allow the Board to have a larger, more diverse pool of job applicants. Allowing work without having to live in Salem increases chances of more protected classes of people applying.
 4. Increase knowledge and skills of the Board's management staff in applying affirmative action and EEO principles and in promoting a diverse workforce environment.
 - **Strategy**
 - a) Ensure managers understand the Board's affirmative action goals and responsibilities and assert their role in achieving these goals.
 - b) Support managers' knowledge and attendance at equal opportunity, affirmative action, and other diversity-related activities or training activities.
 - c) Maintain management performance appraisal reviews used to evaluate managers on their effectiveness in achieving affirmative action objectives.
 - d) Enforce performance evaluation of the management/supervisory personnel on achieving affirmative action objectives through annual report to the Board Chairperson, including participation in workgroup activities as time permits.
 - e) Board staff plays a key role in carrying out the Board's affirmative action policy, creating a welcoming environment, achieving goals and timelines, and ensuring staff are able to effectively interact in a professional, respectful manner that values all backgrounds and cultures.
 - f) All staff is encouraged to participate in mentoring programs, regardless of protected class status or level of representation in the agency. All staff are eligible for temporary job rotations and developmentals, and preparation for permanent job assignments. Tools and resources offered include formal training, and coaching and mentoring, in addition to hands-on job skills training. An employee unsuccessful in achieving a permanent assignment through a job rotation would be encouraged to continue to set and pursue personal and professional goals with the same level of support as outlined above.

VI. APPENDIX A

Board of Parole and Post-Prison Supervision Agency Policy Documentation

- A. [ADA and Reasonable Accommodation in Employment 50-020-10](#)
- B. [Discrimination and Harassment Free Workplace 50-010-01](#)
- C. [Veterans' Preference in Employment Rule 105-040-0015](#)
- D. [Equal Employment Opportunity and Affirmative Action OAR 105-040-0001](#)
- E. [Maintaining a Professional Workplace 50-010-03](#)
- F. [Statewide Diversity, Equity, and Inclusion Action Plan](#)
- G. [Executive Order 22-11](#)
- H. [List of all Oregon Department of Administrative Services Human Resources Policies](#)

VII. APPENDIX B

Federal Documentation

- A. [The Age Discrimination in Employment Act of 1967](#)
- B. [Title I of the Americans with Disabilities Act of 1990 \(ADA\)](#)
- C. [Equal Pay Act 1963](#)
- D. [Title VII of the Civil Rights Act of 1964](#)
- E. [Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- F. [National Origin Discrimination](#)
- G. [Pregnancy Discrimination](#)
- H. [Race/Color Discrimination](#)
- I. [Religious Discrimination](#)
- J. [Retaliation](#)
- K. [Sex-Based Discrimination](#)

VIII. APPENDIX C

Board of Parole and Post-Prison Supervision Agency documentation in support of its Affirmative Action Plan

All documentation is incorporated into this plan or linked.

IX. APPENDIX D

Additional Federal Documentation

- A. [Filing A Charge of Discrimination with the Equal Employment Opportunity Commission](#)
- B. [Executive Order 11246 - Equal Employment Opportunity, September 24, 1965](#)