Diversity, Equity, Inclusion, and Belonging (DEIB) Action Plan

2024-2026

Contents

A Letter to EIS Employees from State CIO Terrence Woods

Dear Enterprise Information Services Team Members,

I am thrilled to share Enterprise Information Services' (EIS) first-ever Diversity, Equity, Inclusion, and Belonging (DEIB) Action Plan. I accepted the position of State Chief Information Officer because I am most excited about the "people" part of people, process, and technology. In support of the people who work every day to make EIS a place where we strive to deliver accessible, reliable and secure state technology systems that equitably serve Oregonians, I share with you our DEIB Action Plan that further invests in building an internal culture of diversity, equity, inclusion, and belonging. This Action Plan, developed collaboratively with our first Diversity, Equity, Inclusion, and Belonging Committee for the organization, focuses our efforts on hearing directly from you, the EIS employee, about what builds an inclusive workplace culture.

I hope each of you takes time to read and review this Action Plan, connect with your colleagues on the Diversity, Equity, Inclusion, and Belonging Committee, and revisit the resources made available through the Department of Administrative Services Cultural Change Office. A few places to engage more:

- Oregon's Diversity, Equity, and Inclusion Action Plan: an opportunity to review the mission, vision, and values for the state's approach to equity, commonly identified terms, and helpful guidance and resources to learn more about diversity, equity, inclusion, and belonging.
- Governor Tina Kotek's Message to Agency Leaders: this letter from Governor Tina Kotek reaffirms Oregon's commitment to diversity, equity, and inclusion, and sets forth expectations for agencies related to DEIB planning.
- EIS Strategic Framework, 2023-2026 Version 2.0: our Strategic Framework underscores our commitments to equitable service delivery and diversity, equity, inclusion, and belonging within our core mission, vision, and values.
- Recognize our Successes! Throughout this Action Plan, we have highlighted areas where diversity, equity, inclusion, and belonging activities are already taking place within EIS. Take a moment as you read through this Action Plan to reflect on the strong foundation we have started.
- Help design our future! This DEIB Action Plan is centered on uplifting the voices, experiences, and ideas of EIS staff as we build a future for diversity, equity, inclusion, and belonging. Please take time to learn more, get engaged, ask questions, and help shape this vision for our EIS community.

As our DEIB efforts grow, I am excited and optimistic that each of you will start to see the benefits of committing to an organizational culture where each of us is seen, heard, and supported in the ways that allow us to grow and thrive as part of one team. As we build and grow our internal culture around DEIB, we can extend this mindset to our interactions with constituents, state agencies, and partners, ensuring that we fulfill EIS' mission of ensuring accessible, reliable, and secure state technology systems that equitably serve Oregonians.

![Enterprise Information Services logo with Oregon state seal]
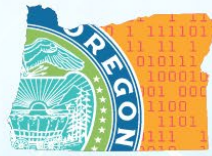
ENTERPRISE *information services*

Diversity, equity, inclusion, and belonging (DEIB) provides an opportunity for our organization to build a collaborative, engaged community within EIS, hear directly from our employees and partners, and set ourselves on a path towards leading DEIB efforts within technology and data statewide.

EIS DEI Action Plan

An opportunity to review the mission, vision, and values for the state's approach to equity, commonly identified terms, helpful guidance, and resources to learn more about diversity, equity, inclusion, and belonging.

EIS Strategic Framework

Our 2023-2026 Version 2.0 Strategic Framework underscores our commitments to equitable service delivery and diversity, equity, inclusion, and belonging within our core mission, vision, and values.

Our Values

» ACCOUNTABILITY

We are responsible for quality outcomes and share information openly and honestly

» CUSTOMER-FOCUS

We listen and seek to understand our customer needs.

» COLLABORATION

We build trust and establish mutual purpose to forge effective partnershps across the enterprise.

» INNOVATION

We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.

2024-2026

Diversity, Equity, Inclusion, and Belonging (DEIB) Goals:

» Build a results-oriented DEIB approach based on actionable data.

» Define programmatic efforts for DEIB.

» Recruit, hire, retain, and develop a high-performing workforce that reflects the communities we serve by embedding diversity, equity, inclusion, and belonging into every stage of an employee's time with EIS.

» Improve the constituent experience and overall accessibility for Oregon.gov and state agency websites as the primary "front door" for the state of Oregon.

Background: Technology as a Driver of Diversity, Equity, Inclusion, and Belonging

Data and technology are integral in providing services to all Oregonians, from filing taxes to obtaining a fishing license. Technology and data underpin nearly every service and program within government, and the equity of those services relies on how well all Oregonians can access and utilize the services available to them. Consider the following scenarios that exist today:

- An individual attempts to apply for benefits only to find the state's web application has crashed, delaying access to much needed benefits.
- A state agency recruits for an information technology (IT) position with a lengthy "wish list" of minimum qualifications. As a result, applicants with non-traditional qualifications and experiences feel they do not meet all the wish list qualifications and do not apply, limiting the agency's ability to recruit a diverse range of applicants.
- An enterprise technology contract is executed, and the solution implemented without consideration for accessibility needs. As a result, users with accessibility needs for hearing, visual, and other impairments cannot be accommodated, and time must be spent modifying the existing contract.

Clearly, the burden of poorly designed systems falls disproportionately on the most vulnerable populations such as historically marginalized peoples, low-income households, and immigrant families, among others. Further, technology systems act as the gateway to services and benefits at some of the most vulnerable moments in the lives of Oregonians, providing resources in the event of a job loss, food or housing insecurity, or recovery from a natural disaster. If this gateway is inaccessible, not reliable or not secure, then vulnerable populations find themselves struggling against an inefficient and inequitable system when they are experiencing their greatest personal challenges.

Consider how these scenarios might play out differently:

- An individual applies for benefits online, completing the form in approximately 30 minutes, with a friendly chatbot available to answer questions.
- A state agency includes text in their job postings encouraging candidates with a range of experience to apply, noting that candidates do not need to meet all criteria to submit an application for consideration. Applicants feel more invited into the process and the agency's candidate pools increase.
- A government Human Resources department conducts data analysis to determine the avenues through which Oregonians are applying for jobs and develops multiple pathways to submit job applications, including placement of job application help centers in areas noted as having the greatest digital inequity.

As the technology policy and IT investment oversight leader for the state, EIS envisions a future in which accessible, reliable, and secure state technology systems equitably serve Oregonians. This includes building both an internal agency culture that considers diversity, equity, inclusion and belonging to be core principles of who we are as an organization, and growing DEIB into the policies, oversight methods, and guidance delivered to agencies as they mature their technology. Although data and technology are often branded as "neutral" or "objective", both are directly shaped by the policies, programs, and sociopolitical contexts in which they are built. Just as historical policies developed and codified the

systemic and institutional social inequities that exist within our government programs today, data and technology use have perpetuated harm and inequity, as evidenced by the earlier examples offered.

As new technologies become available, data and technology professionals must remain deeply committed to first acknowledging, addressing, and repairing the historical harms caused by years of inequitable policy making and system design before pushing forward for innovation and new development. Frequently, new technologies are developed despite their potential to further codify inequality, and reliance on the "status quo". How Oregon procures, builds, implements, and governs data and technology systems has a direct impact on advancing Oregon's vision for diversity, equity, inclusion, and belonging.

CELEBRATING OUR SUCCESSES!

Released in February 2021, the Oregon Data Strategy explicitly prioritizes equity as a central pillar in all of Oregon's data practices and strategies, and directly commits to focusing enterprise data priorities on equity, transparency, and community engagement as critical to Oregon's successful use of data.

EIS' Current State

EIS, as the IT leader for the state, has a critical role to play in integrating diversity, equity, inclusion, and belonging into IT and data (people, process, and technology) within state agencies and public bodies. EIS recognizes it is in an early stage of maturity related to DEIB. EIS programs have developed siloed efforts around equity, including:

- Oregon's Data Strategy and Data Equity Program;
- Inclusion of diversity and equity values from Oregon's Statewide Diversity Equity and Inclusion Action Plan into enterprise IT project governance, including scoring and evaluation criteria for new state technology investments to prioritize efforts that incorporate DEIB principles and outcomes into their investments; and
- internal ad hoc development efforts and discussions about DEIB within programs and among staff.

However, much of this work has taken place outside of strategic planning to guide priorities and creation of an organizational culture invested in DEIB as a set of ongoing practices.

Figure 1 Current EIS Maturity in DEIB[1]

As EIS' commitment to address the systemic biases and inequities that have been embedded into our data and technology systems, EIS has developed this DEIB Action Plan to first identify organizational readiness and set forth a cohesive organizational effort for DEIB, chartering a DEIB Committee responsible for supporting implementation, measurement, and evaluation of EIS' current state. These initial activities are designed to set a baseline culture for DEIB within EIS, collect feedback and perspectives from staff on development of DEIB within the organization, and set a foundation for future strategic work to advance DEIB both within EIS and in our engagement with client agencies.

CELEBRATING OUR SUCCESSES!

With the release of Oregon's Diversity, Equity, and Inclusion Ation Plan in 2021, the Enterprise IT Governance Committee engaged the DAS Cultural Change Officer and EIS Program Portfolio Performance to weave diversity, equity, and inclusion requirements into the rubric for evaluating and prioritizing technology investments.

Biennial Actions (2024-2026)

This Biennial Actions section addresses the intersection of technology and data to identify the full spectrum of change management required within IT policy and process development.

Because change management begins with recognizing and understanding the current culture, this Action Plan starts with baselining efforts. From the baseline, the ensuing efforts can be clarified with additional context and details, tailored for EIS.

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[1] Based on https://hbr.org/2022/11/the-five-stages-of-dei-maturity

Goal 1: Build a results oriented DEIB plan based on actionable data.

- Objective: Conduct and analyze a baselining cultural assessment for EIS and project oversight.
- Expected Outcomes:
    1. Identify where employees currently identify their own maturity, understanding of, and interest in DEIB.
    2. Identify current cultural barriers or institutional challenges impacting EIS' desire to advance diversity, equity, and inclusion within the workplace.
    3. Capture existing efforts within EIS programs around DEIB efforts and search for common approaches that can be advanced organization wide and create consistency in definitions.
- Target Date: Fall 2024
- Metrics: Survey responses

Goal 2: Define programmatic efforts for DEIB.

- Objective: Support, coordinate and sustain efforts to develop a culture of DEIB within EIS.
- Expected Outcomes:
    1. Charter DEIB Committee to set a target for EIS' DEIB culture and to lead implementation efforts and provide positive influence to help EIS embody cultural values that support DEIB.
    2. Engage EIS employees to co-create a culture of DEIB within EIS.
    3. Build an EIS organizational change management strategy, combining best practices in organizational change management with our desire to build a culture of diversity, equity, inclusion, and belonging.

4. Increase employee awareness of and familiarity with diversity, equity, inclusion and belonging to build foundational awareness and engagement with DEIB as part of our everyday work lives.
5. Develop metrics and reporting to begin tracking progress of DEIB initiatives. See "Measuring our Progress" for more detail about the performance measure approach EIS will take for evaluating DEIB plan effectiveness.

- Target Date: Fall 2024
- Metrics: Completion of Charter and DEIB Organizational Change Management Strategy.

Goal 3: Recruit, hire, retain and develop a high-performing workforce that reflects the communities we serve by embedding diversity, equity, inclusion, and belonging into every stage of an employee's time with EIS. Recruitment and retention of a diverse workforce ensures our organization represents multiple lived experiences and viewpoints, and constituents and agency partners can see themselves reflected in EIS.

- Objective: Ensure talent acquisition and career development practices consistently provide equal opportunity and strive to close representation gaps at all levels.
- Expected Outcomes:
    1. Utilize the DEIB Committee within EIS to identify root causes of potential barriers in employee recruitment and retention, examine where standardized internal EIS processes could be modified to make recruitment and retention more inclusive, and produce a final report of recommendations to improve current processes. Actions could include:
        - Exploration of available data through Workday and other systems to learn more about the current state of hiring and retention within EIS. Possible areas of focus:
            - Analysis of current EIS demographics to identify possible disparities in recruitment, hiring, development, promotion, and retention of a diverse workforce
            - Examination of failed recruitments to determine changes that can be made to expand qualified applicant pools
        - Review of succession planning efforts within EIS to identify current opportunities for advancement and how employees are being developed by their management.
        - Engagement with the EIS Management Team to build familiarity and common understanding of DEIB and how we embody these values in our management, including recruitment, performance evaluation, professional development, and succession planning.
        - Building opportunities and space for authentic engagement in DEIB related topics of interest, such as facilitating discussions, lunch and learns, or external speakers.

- Target Date: Fall 2025
- Metrics: Human Resources and Workforce Data

Goal 4: Improve the constituent experience and overall accessibility for Oregon.gov and state agency websites as the primary "front door" for the state of Oregon.

- Objective: Provide website guidelines for language access, literacy, and accessibility to encourage use of state web resources across communities.
- Expected Outcomes:
  1. Include language around federal accessibility rules for 2026.
  2. Guide current EIS website accessibility and other accessibility features through communication channels such as media kits.
  3. Extend training, communication, and outreach to enable agencies to improve website accessibility. Possible actions include:
     - Enable agencies to easily create and maintain accessible websites to serve the public.
     - Utilize the data from the most recent Electronic Government Portal Advisory Board reports to create a prioritized self-assessment tool to allow agencies to review their own sites for deficiencies and outline common solutions.
- Target Date: Spring 2025
- Metrics: Completion of communications and agency self-evaluation feedback.

Measuring EIS Progress

Measurement Approach

EIS will use a DEIB maturity model (Figure 2) to determine the organization's current state and identify opportunities for growth. The actions above, and our future metrics development, reflect the need for EIS to spend more time hearing directly from staff, co-creating a culture of DEIB, and identifying measures that will allow the organization to advance its maturity. In developing a DEIB Committee, setting forth initial actions, objectives, and goals, and producing the agency's first DEIB Action Plan, EIS is moving forward from the "awareness" stage towards "compliance".

As EIS begins implementing this Action Plan, thoughtful data collection will be critical to evaluate our progress. Progress comes in two key categories: measuring our progress towards our specific goals and measuring our organization's overall status on key DEIB-related outcome measures. The first will determine how successfully we are enacting the strategies outlined in our DEIB Action Plan, while the second establishes long-term key performance indicators around our DEIB efforts to focus on results-oriented actions. Much like organizations measure key service metrics to determine how effectively they are serving their customers and issue yearly employee engagement surveys to track critical markers for employee satisfaction year-over-year, we will take a similar approach with DEIB efforts. These measures will support EIS to engage in continuous improvement efforts and adjust strategy, respectively. While the goals and objective measures will eventually be retired, it is likely EIS will want to track the established DEIB key performance indicators over a long period of time, so it will be critical to integrate a sustainable reporting and evaluation process for these measures.

Below is the maturity model EIS is using to evaluate organization maturity and progress towards a sustainable DEIB culture.

Figure 2 EIS Diversity, Equity, Inclusion, and Belonging Maturity Model[2]

Stage	Description	Action to Next Stage
Awareness	Organization has been made aware of the need for and basic principles behind DEIB but lacks any deeper understanding of how it looks and works for the organization. Few policies, procedures, standards, and practices in place to support DEIB work.	• Organization addresses the 'why' and 'how' behind internal DEIB strategy. • Establish DEIB vision. • Gain understanding of key DEIB gaps present in organizational structure and makeup.
Compliance	Organization meets basic DEIB standards as established by statute, policy, or law. Checks a box but doesn't fully integrate DEIB into processes or take initiative to further DEIB work.	• Create link between DEIB and strategic goals and objectives. • Identify key areas in need of change. • Begin considering DEIB data and performance measurement. • Increase accountability for DEI.
Tactical Application	Organization is actively tackling DEIB initiatives and involving employees in furthering DEIB goals. Established basic DEIB-conscious processes, such as improving hiring practices, conducting DEIB analyses, and more. The organization has begun engaging with its local community around its DEIB efforts.	• Organization considers its broader impact on stakeholders through all its processes. • DEIB is woven into the creation of new processes and the update of existing ones. • DEIB activities are handled like projects, with clear objectives, resources, and leadership support.
Integrated	The organization has fully embedded DEIB into its operations. DEIB is baked into processes, hiring, stakeholder engagement, and culture. The organization is proactively seeking out opportunities to grow and change.	• Systems are made with DEIB as a core value and driven to achieve DEIB goals alongside organizational ones. • DEIB is a key element in strategy and goal setting. • Organization is constantly evaluating DEIB activities to ensure continued success.
Sustainable	The organization lives and breathes DEIB. It prides itself on DEIB being a foundation of its existence and is openly considered a core value for the organization. The organization can continue to support its DEIB practices through major upheaval, such as leadership change or environmental challenges. Continuous improvement with DEIB goals and stakeholders in mind is part of regular practice within the organization.	

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[2] Based on https://hbr.org/2022/11/the-five-stages-of-dei-maturity

EIS will collect baseline data and engage in planning activities to develop organizational key performance indicators related to DEIB, based on available data and information asset security. As goals, objectives, and actions were developed for this Action Plan, possible metrics along the following dimensions were identified as possibilities:

1. Attrition
   a. Voluntary
   b. Involuntary
2. Retention
   a. Years of service broken down by category and compared
3. Satisfaction and engagement
   a. Gallup employee engagement survey, DEIB surveys, and other assessment tools
4. Promotion and leadership opportunities
5. Pay equity
6. Representation
   a. Comparing how EIS internal demographics align with the communities we serve

Please note that these are considered best-practice organizational DEIB measures and will both allow us to tap into existing resources for support as well as benchmark against similar organizations elsewhere.

Managing our Measures

EIS plans to track both objective-related measures and organizational measures as it relates to DEIB consistent with the methods used for our current quarterly performance measurement tracking. Our objective measures will track our growth through direct actions undertaken as part of this Action Plan, while our organizational measures will determine how effectively our organization is handling some top-line DEIB goals that indicate our success. These two metric portfolios will allow us to track both this Action Plan progress and benchmark our organization's key markers for DEIB success.

At EIS, we value both transparency and modernization, so we will be using our recently developed internal performance management processes to track these measures, and plan to share them within our organization to hold ourselves accountable and ensure equitable access to our data. The exact method of disclosure has not yet been determined, though EIS is committed to regularly updating, tracking, and sharing its DEIB measures on a consistent basis (tentatively planned to be annual or semi-annual).

Conclusion

EIS has responsibility for not only the internal organizational culture of diversity, equity, inclusion, and belonging, but also for how these values are built into the foundation of our data and technology strategies. These initial actions towards building a culture of diversity, equity, inclusion, and belonging, will set EIS on a path to developing a shared organizational understanding of these values, how we wish to embody these values in our daily work, and in how we wish to lead other agencies towards embodying these values in their data, research, and technology investments. Our goals, actions, and objectives are focused on what is possible within our current resourcing and capacity and focuses time and attention on understanding the current operating environment within EIS to build a consistent, sustainable strategy over time.

The success of our DEIB Action Plan relies on consistent engagement, feedback, and coordination with EIS employees. We encourage all EIS employees to read this plan closely and think about what steps you can take individually—and collectively—to help us build a true culture of belonging within EIS.