



Oregon

Tina Kotek, Governor

Medical Board

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www.oregon.gov/omb



The Oregon Medical Board prioritizes diversity, equity, and inclusion as demonstrated in its affirmative action plan.

The plan that follows represents my personal and professional dedication to upholding our commitment to the citizens of Oregon. The plan also represents our commitment to equal opportunity and affirmative action in employment and public service in compliance 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 my complete authorization.

Nicole Krishnaswami
Executive Director
Oregon Medical Board
(971) 673-2700



**Oregon Medical Board
2023-2025
Affirmative Action Plan**

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BODY OF REPORT

1. Agency Overview

The Oregon Medical Board (Board or OMB) is a regulatory agency created to protect the health, safety, and welfare of the people of Oregon from the practice of medicine by unauthorized or unqualified persons and from unprofessional conduct by persons licensed to practice medicine, and to promote medical excellence in Oregon. As the agency regulating medical practice statewide, the Board also develops and enforces most of the state laws, rules, and policies under which its licensees practice. There are more than 25,000 licensees under the jurisdiction of the Board.

The Oregon Legislature established the Oregon Medical Board in 1889 to regulate the practice of medicine in the state of Oregon. Lawmakers created the Board after ten years of lobbying by the Oregon State Medical Society (now known as the Oregon Medical Association or OMA). The Legislature charged the new Board with enforcing the Oregon Medical Practice Act (ORS Chapter 677). That Act required the Governor to compose the first board of “three persons from among the most competent physicians of the state.”

Board members are appointed by the Governor to adopt rules, establish policy, investigate and discipline licensees, and appoint the agency’s director. Of the fourteen members, three are public members, one is a DPM, one is a PA, two are DOs, and the remainder are MDs.

2. Agency Mission and Objectives

The Mission of the Board is to protect the health, safety, and wellbeing of Oregonians by regulating the practice of medicine in a manner that promotes access to quality care.

The Board administers ORS Chapter 677 and OAR Chapter 847 to license, investigate charges against and, when appropriate, discipline medical and osteopathic physicians (MDs and DOs), doctors of podiatric medicine (DPMs), acupuncturists (LAc), and physician assistants (PAs).

3. Identification of the Following Agency Employees:

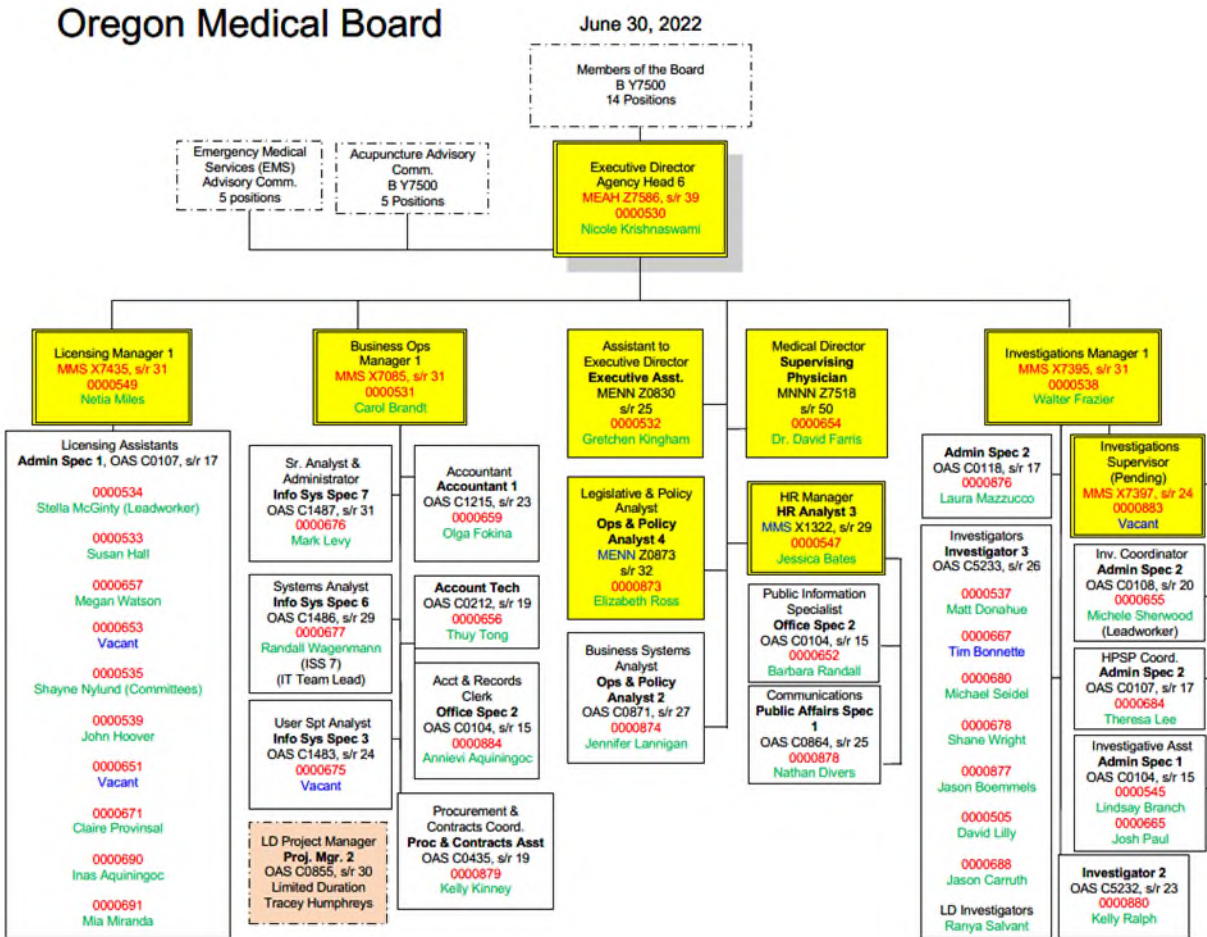
Executive Director: Nicole Krishnaswami
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Phone: 971-673-2700

Governor’s Health and Human Services Advisor: Rachel Currans-Henry
rachel.currans-henry@oregon.gov

Affirmative Action and Diversity, Equity & Inclusion Representative: Jessica Bates
1500 SW 1st Ave Suite 620
Portland, OR 97201-5847
Phone: 971-673-2697

Lead for COBID Contracting and Procurement: Kelly Kinney

4. Updated Organizational Chart (as of June 30, 2022)



Affirmative Action Policies

1. Agency Affirmative Action, or Diversity, Equity, and Inclusion Policy & Statement

The Oregon Medical Board serves all Oregon citizens, and respects and is inclusive of the diversity among those citizens. In order to carry out its mission, the OMB embraces initiatives and policies consistent with respect for diversity and inclusion. The OMB embraces its responsibility to Oregonians of all genders, ages, races, national origins, colors, ethnicities, religions, physiological and psychological disabilities, sexual orientations, and those with status as veterans. Individuals in all these categories should expect that the practice of medicine will be regulated to protect their health, safety, and wellbeing. They should further expect that they will have the ability to have their voices heard in pursuit of these goals. The Board includes “equity” among its core values, which is reflected in the actions described below.

The Board has adopted a Statement of Philosophy regarding Cultural Competency in the practice of medicine, which is available on the Board’s public website and reads:

The Oregon Medical Board's mission is to regulate the practice of medicine in a way to promote access to safe, quality care for all Oregon citizens. Oregonians are growing increasingly diverse, and inequities in access to quality health care are apparent. Achieving equity of health outcomes requires that we first acknowledge that current inequities are not acceptable, that we gain a better understanding of what contributes to inequity, and that we commit to addressing inequities.

The Oregon Medical Board recommends the following as a basis for inspiring positive change for the benefit of all patients:

1. Focus on self-reflection and culturally competent practice

Licensees are encouraged to engage in self-reflection, understand their own conscious and unconscious biases, and consider the impact on the provider-patient relationship. The extent to which providers engage in self-reflection, consider how their own cultural view and biases influence patient care, and then adjust their practice, depends heavily on provider self-motivation to make change. Initiatives to embed cultural competency into all areas of practice, professional development, policies, and processes are essential.

2. Acknowledge systemic racism

Some patients may have difficulty engaging with health professionals or with the treatment prescribed due to systemic issues. It is important to acknowledge that systemic racism and privilege exist in the health sector in order to meaningfully address this problem. Providers can reflect on their own cultural views and biases as a first step, then work to influence and support positive changes in their institutions and organizations.

3. Collect and use data for equity monitoring

Health care providers need access to robust and accurate data to identify inequities and address problematic structures and processes.

4. Overcome structural barriers to individualize care

Short clinical visits focused on only the patient's immediate needs results in a relationship which is largely transactional. To strengthen the provider-patient relationship and provide culturally competent care, providers must consider the individual patient's practices, values, and beliefs. Tailoring the clinical visit to the individual can ensure the patient's input is respected and valued.

All Oregon Medical Board licensees are required to complete cultural competency continuing education to care effectively for patients from diverse cultures, groups, and communities. Participating in cultural competency continuing education is a way to gain a better understanding of Oregon's socially and culturally diverse communities and to foster a commitment to addressing health care inequities.

- Adopted October 2013

- Amended, April 1, 2021

Additionally, OMB licensees are required to complete cultural competency continuing education. This may include courses delivered in person or electronically, experiential or service learning, cultural or linguistic immersion, volunteering in a rural clinic, completing an employer's cultural competency training, a training on implicit bias in health care, attending an event with members of an underserved community to discuss health care access issues, or courses approved by the Oregon Health Authority on the [OHA Cultural Competence Continuing Education \(CCCE\) webpage](#). The OMB also randomly audits licensees during the license renewal period to ensure compliance with this requirement.

The OMB's commitment to Oregonians comes from its Board, Executive Director, and management team, as well as all staff. Just as in our commitment to affirmative action, those who fall short in their support of equal access and inclusion are held responsible. The agency's management team is expected to do all they can to improve diversity and inclusion at the OMB.

Only by embracing the variety of cultures embodied by Oregon's citizens can the OMB provide the best possible service to those citizens and to the state of Oregon. The OMB continues to strive to improve the lives of those living within the borders of this state and will continue to improve as the agency moves forward.

Executive Director's Affirmative Action Statement:

This plan updates and maintains the previously initiated Affirmative Action Program for the Oregon Medical Board. It aligns with the Governor's directives and state laws and regulations. This plan also supports federal affirmative action and non-discrimination guidelines under the Civil Rights Acts, Equal Employment Opportunity (EEO) policies, and the Americans with Disabilities Act, as well as any executive order of the United States President.

Affirmative Action Policy Statement

The Oregon Medical Board will not tolerate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute, nor shall the Board conduct business with any vendor/provider for the state of Oregon who discriminates against members of any protected class. All personnel actions of the OMB, and all licensing and disciplinary actions concerning licensees, shall be administered according to this policy.

All staff of the OMB shall adhere to the Affirmative Action Policy and Plan. Supervisory and management staff, in particular, shall assure that the intent as well as the stated requirements are implemented in all employee relationships and personnel practices. In addition, it is the duty of every employee of the OMB to create a job environment reflecting respect, care, and concern for every individual, and to maintain a harassment-free environment. Managers and employees are expected to work together to eliminate and prevent discrimination. The application of this policy is the individual responsibility of all administrative and supervisory staff, and each shall be evaluated on his/her performance in achieving this affirmative action policy, as well as in other job performance criteria. Failure to meet our affirmative action standards will be subject to disciplinary actions. The Affirmative Action Plan will be posted on the Board's website and intranet. A hard copy will be placed in the reception area, and in the Executive Director's and HR Manager's offices, as well as all public meeting rooms. The Affirmative Action Policy Statement is posted on the bulletin board where all other required posters are located.

All employees shall be advised of the procedure for lodging a discrimination/harassment complaint, and all employees with concerns of any kind related to affirmative action shall be encouraged to bring them to the attention of the Executive Director or the Human Resources Manager. Our internal procedure that supports statewide policy is located in the Appendix of this Affirmative Action Plan.

It is further the policy of the Board to establish and maintain this program of affirmative action to provide for a method of eliminating any effects of past or present discrimination, intended or unintended, which may be indicated by analysis of present employment patterns, practices, or policies.

Duration of Plan

This revision of the Board's Affirmative Action Plan is effective July 1, 2023, and shall be evaluated annually or as needed when statewide changes occur. The Affirmative Action Plan can be found on the Board's [Agency Overview and Mission](#) webpage.

2. Executive Order 22-11: How has the agency applied this directive to practice?

- The OMB has held meetings with the Management Team to discuss and develop plans to implement the requirements of EO 22-11 in an integrated manner with all other agency objectives.
- All managers are evaluated on their commitment to and exemplification of DEI initiatives.
- The agency's Affirmative Action Plan is available through our internal and external websites.
- The agency director is dedicated to and demonstrates her commitment to the diversity and inclusion of all staff being interwoven into the agency's culture.

3. DEI-Focused Plans or Policies (see Appendix)

4. State Employment Law Documents

The following links lead to a .pdf with all of the state documents:

- [ADA and Reasonable Accommodation Policy \(Statewide Policy 50.020.10\)](#)
- [Discrimination and Harassment Free Workplace - \(Statewide Policy No. 50.010.01\)](#)
- [Statewide Workforce Learning and Development \(Statewide Policy 10-040-01\)](#)
- [Veterans Preference in Employment \(40-055-03\)](#)
- [Equal Opportunity and Affirmative Action Rule \(105-040-0001\)](#)
- [Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion](#)
- [Executive Order 22-11: Relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion](#)

5. Federal Employment Law Documents

The following link leads to a pdf with the documents listed below:

http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf

- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- National Origin Discrimination Title VII of the Civil Rights Act of 1964
- Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- Religious Discrimination Title VII of the Civil Rights Act of 1964
- Retaliation Title VII of the Civil Agency Affirmative Action Policy
- Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- Sexual Harassment Title VII of the Civil Rights Act of 1964

6. Agency documentation in support of its Affirmative Action Plan to include but not limited to internal policies and procedures for implementation of Affirmative Action Plan goals, particularly for workforce recruitment, selection, retention, and inclusion.

The Oregon Medical Board strives to implement equity in employment through recruitment, selection, retention, and an inclusive work environment. While we do not have any formalized policies or procedures, we take steps to ensure that multiple perspectives are considered. These steps include using interview panels with various and diverse members of staff and asking team members for their input on who will be added to our teams. Additionally, we encourage all staff to bring their concerns to their manager, the Executive Director, or HR for resolution. The value of our staff and their contributions to our mission are emphasized by leadership with gratitude and sincerity, which contributes to employee retention.

7. Additional Federal Documentation (if applicable)

The Oregon Medical Board does not have any additional federal documentation.

8. Agency-Specific Federal Reporting Requirements

The Oregon Medical Board does not have any additional federal reporting requirements.

9. [Executive Order 11246 \(OFCCP Regulations\)](#)

10. State and Federal Affirmative Action Policies

- Are these items accessible to all employees and partners? Where are they located? How can employees and partners access them?
 - The OMB Affirmative Action Plan and included documents are posted on our website at <https://www.oregon.gov/omb/board/about/Pages/Employment-Opportunities.aspx>, as well as our intranet page accessible to current employees.
 - Jessica Bates is listed on our external website as the ADA coordinator: <https://www.oregon.gov/omb/Investigations/Pages/How-to-File-a-Complaint.aspx>
 - The Cultural Competency Statement is published on our external website at <https://www.oregon.gov/omb/board/philosophy/Pages/Cultural-Competency.aspx>
 - Additional information and resources are available on the Board's Cultural Competency Topic of Interest webpage: <https://www.oregon.gov/omb/Topics-of-Interest/Pages/Cultural-Competency.aspx>

11. Complaint Options

- Formal/Informal
 - The Oregon Medical Board has a Professional & Harassment-Free Workplace Procedures document that all employees are required to read upon hire and periodically thereafter. The Procedures document outlines the process for reporting incidents, what information is required, and the process for addressing those issues. The Procedures document is included in the appendix. Additionally, employees can address concerns directly with their managers or executive staff on an informal basis.
- Contact Information
 - Employees have the opportunity to address any issues to their manager, HR, or the Executive Director. Contact information for management staff is available to all Board employees.
- Complaint Information (Intake, Processing, Timeframe, Procedure)
 - Other than what has been outlined in the Procedures document, no timelines have been designated. Each case/incident must be evaluated and addressed on a case-by-case basis, which may necessitate ad hoc timelines to ensure all involved parties are adequately included.
- How do employees access the complaint process?
 - Employees can access the complaint process through several avenues. They can present their complaint to HR, their direct manager, or the Executive Director. Contact information for management staff is available to all Board employees.

Roles for Implementation of Affirmative Action Plan

1. Roles and Responsibilities; and 2. Accountability Mechanisms

- **Director/Administrator:**

- Foster and promote the importance of a diverse and discrimination- and harassment-free workplace to employees. Participate in cultural diversity trainings, orientations, and be a living example of cultural sensitivity. For example, addressing racial justice in all-staff emails and promoting educational opportunities on equity.
- Meet annually, or more often as needed, with the Board's Human Resource Manager to review equal employment opportunities, evaluate affirmative action and diverse work environment progress, and identify problems. Approve strategies and timetables for meeting goals.
- Held accountable through performance evaluations. Performance reviews include ratings on the Director's support and effectiveness of the agency's Affirmative Action Plan.
- Hold managers accountable for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate supervisors and employees. The effectiveness of managers and supervisors in promoting the affirmative action activities, goals, and objectives for the OMB will be included in their annual performance appraisals. ORS 659A.012(1) states:

"To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, handicap or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance."

- Further, the Communications & PR Specialist, at the direction of the Executive Director, will include articles in the OMB newsletter that express the Director's commitment to promoting a diverse workforce and environment. Examples include articles relating to equal employment opportunity, affirmative action, the ongoing development of a diverse workforce, and the efforts and progress made toward meeting the Board's goals.

- **Managers and Supervisors:**

- Foster and promote the importance of a diverse and discrimination- and harassment-free workplace to employees. Look for ways to increase the skills of current employees using mentoring, job rotations, and formal training to prepare them for higher level positions within the organization and the State.
- Managers and supervisors will receive an orientation on the Board's affirmative action goals, understand their own responsibilities, and evaluate how well they are achieving the Board's affirmative action goals and objectives. They will attend cultural competency training, attend orientations, and promote cultural awareness.
- Subordinate supervisors will be evaluated on their effectiveness in carrying out the responsibilities they have for participating in and promoting affirmative action activities.
- In undertaking these evaluations, managers will consider how well the supervisor fosters and promotes a diverse workforce, how well they promote the affirmative action goals

and objectives, and that their staff are knowledgeable about OMB policies and procedures that encourage an inclusive environment.

- Inform applicants for vacant positions that the Board is an equal opportunity employer committed to workforce diversity. Have a copy of the Board's Affirmative Action Plan available for applicants to review upon request.
- Work with human resources to utilize State of Oregon procedures and rules in filling vacancies. Attend equal opportunity, affirmative action, and other diversity-related training in order to be informed of current issues.
- Work to continually improve the agency's utilization of MWBE vendors for state contracting opportunities.
- Display the Board's Affirmative Action Policy Statement and have available a hard copy of the Affirmative Action Plan. An electronic copy of the Board's Affirmative Action Policy Statement will also be maintained on the OMB website.
- Act decisively and in a timely manner if they become aware of any Board employee engaging in any type of harassment.
- **Affirmative Action Representative:**
 - Work with the Executive Director, managers, and supervisors to promote a diverse workforce and inclusive work environment to help attain the Affirmative Action goals of the Board. Encourage the retention of existing employees and create new learning opportunities for them.
 - Report Affirmative Action activities to the Executive Director in one-on-one meetings as well as staff meetings. Obtain support for proposed changes to the Affirmative Action Plan to reach goals and objectives. Respond to Affirmative Action issues and attend Affirmative Action meetings.
 - Use a variety of recruiting sources such as minority and women-specific websites, community agencies, and schools. Emphasize the Board's support of equal employment opportunity, affirmative action, and the benefits of a diverse workforce.
 - Place the "An Equal Opportunity/Affirmative Action Employer" statement on every announcement and in every advertisement.
 - Provide upward mobility opportunities through cross-training, job rotations, and job shadowing as appropriate. Inform all employees of career development opportunities and explain any options employees may have for meeting the minimum requirements for promotional job classifications through education and/or experience. Assist employees in the application process for state jobs and how interview skills can be improved.
 - Train managers to have diverse interview panels including, when possible, at least one member who works outside the hiring section/division and at least one member from a protected class.
 - Keep management informed of the latest law and rule changes in the EEO/AA area.
 - Research training opportunities and topics for presentation to all staff. Actively participate in those trainings.
 - Have hard copies and/or electronic copies of the Board's Affirmative Action Policy Statement and Plan available for review by all managers, supervisors, and employees. Make hard or electronic copies available to applicants for employment on request. Recommend changes to the Plan and update it as required. Compile statistics and keep management informed of the Board's AA status during management meetings.
 - Solicit comments from managers requesting how Human Resources can assist them in promoting affirmative action activities and how best to create a more diverse workforce.
 - Discuss the State of Oregon/Board Affirmative Action Plan and Policy in New Employee

- Orientation. Make the orientation as welcoming as possible. Include in the discussion:
- Our expectations surrounding a respectful workplace and talk about what that means to the agency as well as the employee.
 - Our commitment to supporting the personal and professional growth of our employees.
 - Our encouragement to contribute and participate in agency activities that will assist the agency in meeting its objectives.
 - Our doors are always open for questions and concerns.
- Train and inform managers, supervisors, and employees at New Employee Orientation as to their rights and responsibilities under the Board's affirmative action policy and other Board policies to eliminate any harassment based on any protected class status.
 - Respond to and investigate complaints. Enforce policies and procedures. Provide counseling to employees related to discrimination complaints and advise of the consequences of retaliation.
 - Offer and review the Statewide Exit Interview Survey to all separating employees. Analyze for trends. If it appears that discrimination or harassment was a factor in employee separation, investigate and take appropriate action. Inform the Executive Director of the results.
 - Evaluate revised and new policies for possible adverse impact on the Board's commitment to affirmative action and equal employment opportunities.
 - Serve as a liaison between the Board and the state and federal agencies that protect civil rights.
 - Ensure agency training opportunities are offered free of discrimination on the basis of race, religion, national origin, age, gender, sexual orientation, veteran status, or disability.

3. Executive Staff

See **Director/Administrator** and **Affirmative Action Representative** sections above

4. Management staff

See **Managers and Supervisors** section above

5. Other Staff

All employees are responsible for reading and understanding our policies and procedures and acting accordingly. They are held accountable for their actions.

2021-2023 Affirmative Action Plan Progress Report

Progress towards program strategies and goals presented in the 2021-2023 Affirmative Action Plan are as follows:

- *GOAL: We will increase our outreach to targeted job fairs and resources to improve our hiring of these qualified candidates.*
 - **PROGRESS:** This is an ongoing effort. Due to the pandemic, we reduced our hiring for a period of time, as well as any outreach measures. Transitioning to a wholly remote hiring process was a challenge as well. Moving forward, additional outreach will be a renewed focus.
- *STRATEGY: Employment, specifically Hiring, Retention, and Promotion.*
 - **PROGRESS:** This is an ongoing effort as well. This biennium has been challenging with the ongoing pandemic, given the move to interviewing entirely via remote platforms. The OMB is currently transitioning to hybrid and in-person interviews at the discretion of the hiring manager. The restrictions on gatherings made job fairs difficult as well. As a small agency, costs for posting jobs in targeted media sources can often be prohibitive. We intend to use all avenues available to increase the scope of our outreach and attract the best qualified candidates from every sector.
- *STRATEGY: Training, Education and Development Plan (TEDP).*
 - **PROGRESS:** All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. Additionally, all required trainings are provided and managed through Workday on an annual basis. We hope to have additional training regarding cultural understanding provided in this next biennium.
- *STRATEGY: Leadership Development/Training Program(s).*
 - **PROGRESS:** The Oregon Medical Board does not currently have a formal leadership development program; however, managers encourage employees to participate in development opportunities and trainings in support of their career goals. Periodically, we are able to send a member of the management team to the year-long Leadership Oregon program offered by the state for development of leadership skills. We also send employees to state and national conferences, DAS trainings, and other opportunities.
- *STRATEGY: Programs; Internship, Mentorship, Diversity Awareness.*
 - **PROGRESS:** The OMB continues to foster a relationship with Lewis and Clark Law School to provide internship opportunities. Interns typically perform research projects related to board issues. The agency has not yet been able to devote resources to a formal mentorship program, but we do encourage and allow for employees to grow and develop. While we do not have a formal Diversity Council or ERG's, we support awareness of diversity through communication, including equity in our organizational values, and requesting and following up on suggestions from staff.
- *STRATEGY: Community Engagement.*
 - **PROGRESS:** The OMB has had limited ability to engage directly with the community due to the pandemic; however, we have taken the opportunity to increase our virtual presence as situations allow. For example, in 2022, the Executive Director lectured at

Pacific University and gave numerous presentations at OHSU, including “Celebrating Bright Spots in the Pandemic: Lessons in Collaboration, Courage, and Dedication.” Additionally, the Board’s Medical Director and Legislative and Policy Analyst presented at various institutions including the Oregon Society of Anesthesiologists, Randall Children’s Hospital, CLEAR Virtual Symposium, the Oregon Society of Physician Assistants, and Legacy Medical Group.

DEMOGRAPHIC ANALYSIS

Supervisors

- **Director:** Nicole Krishnaswami, JD
- **Executive:**
 - Dr. David Farris – Medical Director
 - Elizabeth Ross, JD – Legislative and Policy Analyst
 - Gretchen Kingham – Executive Assistant
- **Management:**
 - Netia Miles – Licensing Manager
 - Walter Frazier – Investigations Manager
 - Carol Brandt – Business Operations Manager
 - Jessica Bates – Human Resources Manager

Affirmative Action Report

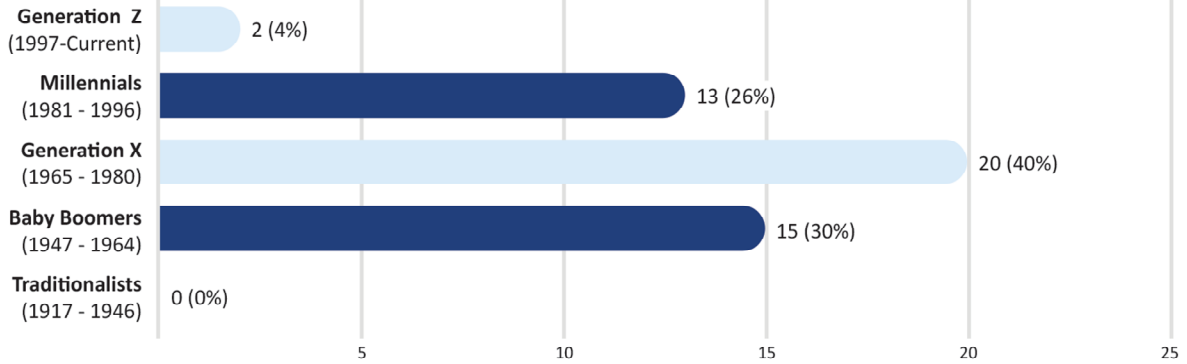
A review of the current report through June 30, 2022, shows the workforce for the Oregon Medical Board includes 58% women and 20% people of color. When compared with the report used for the 2021-23 Budget, the current report shows an [can we add the percentage here?] increase in employment of protected classes.

AFFIRMATIVE ACTION SUMMARY REPORT

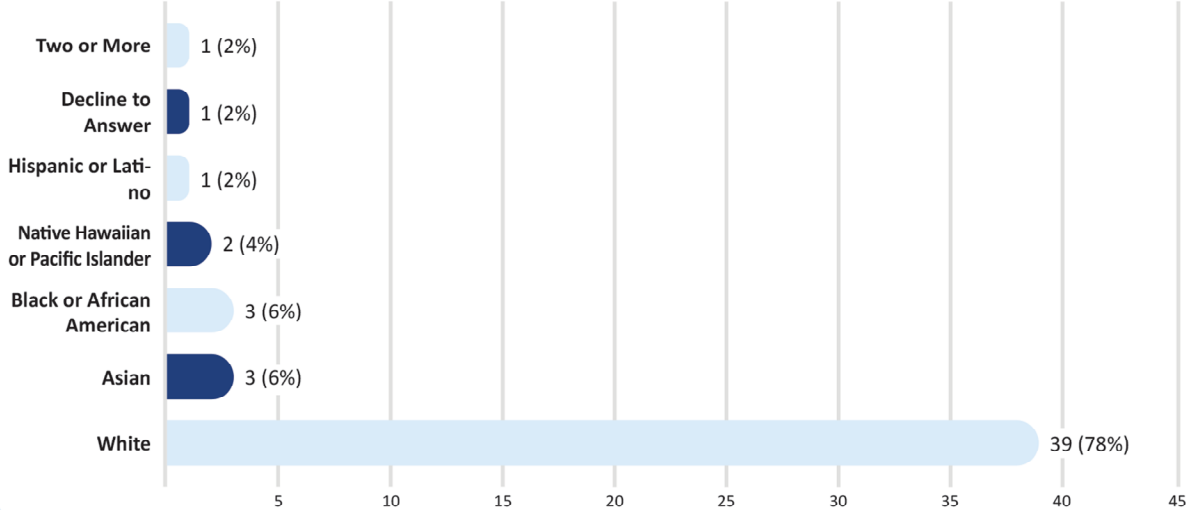
EEO JOB CATEGORY	W	AF	H	A	NA	HPI	D
A-Official/Administrator	2	2	0	0	0	0	0
B-Professionals	20	2	0	0	0	0	0
F-Administrative Support	14	0	1	2	0	2	1
PROGRAM TOTALS	36	4	1	2	0	2	1

KEY: W=Women, AF=African American, H=Hispanic, A=Asian, NA=Native American, HPI=Native Hawaiian or Other Pacific Islander, D=Disabled

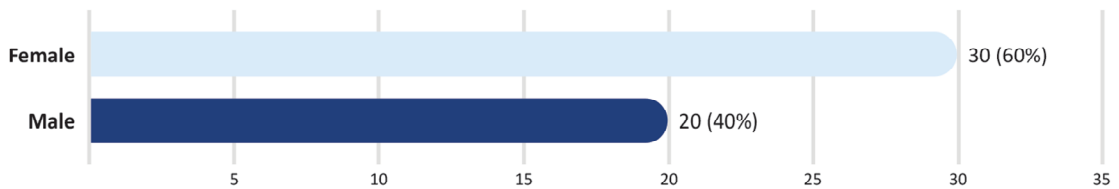
Employees by Generation

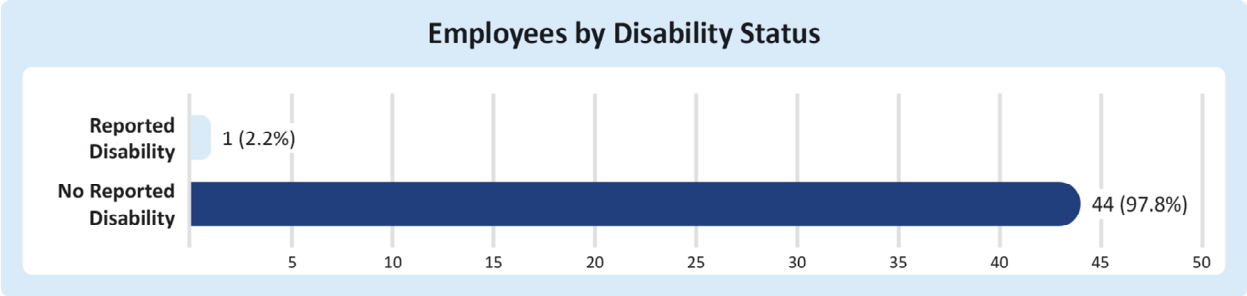
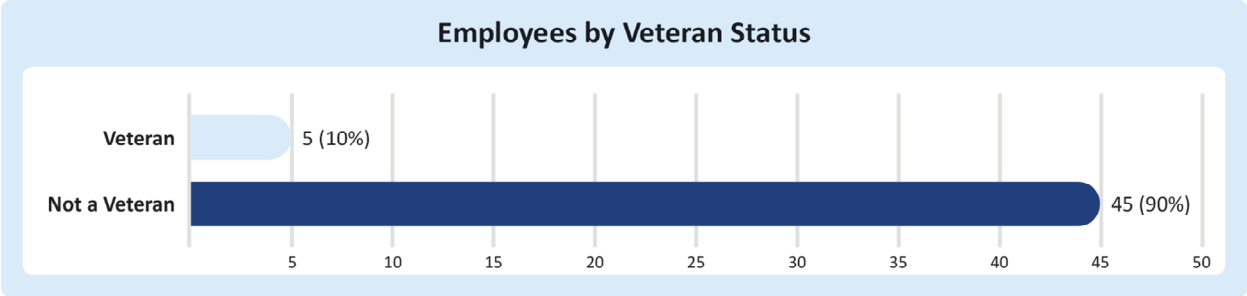


Employees by Race/Ethnicity



Employees by Gender





There is currently one employee who self-identifies as disabled. Additionally, the OMB has five employees who are veterans (12.5%) and three generations in our workforce.

AFFIRMATIVE ACTION PLANS

2023-2025 Affirmative Action Strategies and Goals

Establish goals for your agency that are specific, measurable, achievable, relevant, and time-bound.

Issue

- We would like to continue to increase our efforts to hire and retain underrepresented groups.

Goals

- We will increase our outreach and resources to improve our hiring of these qualified candidates.

Outcomes

- We will work with the appropriate community organizations to ensure job openings are posted in appropriate venues and increase our hiring of these underserved populations.

Measures

- What tools or resources are necessary to accomplish the goal(s)?
 - We may need to ensure that we have funding to participate in targeted job fairs and outreach opportunities.

- How will you measure success?
 - We will increase the hiring of underrepresented groups to improve our metrics over this biennium.

Implementation

- What is assigned to help achieve this goal?
 - Agency resources such as funding, HR time, and potentially staff time will be necessary to meet these goals.
- What accountability measures keep track of progress in achieving goals?
 - Quarterly check-in meetings with HR.
- What role is played by the director and executive staff?
 - The Executive Director is supportive of these goals and will continue to emphasize our organizational value of equity in hiring, retention, and promotion of staff.
- What is the role of managers and supervisors?
 - Hiring managers will support this goal through broad job announcements to encourage a candidate pool that is inclusive of these groups. The HR Manager will post recruitments on a wide variety of diversity websites, attend job fairs, and actively search for minority and disabled applicants using the Affirmative Action Plan as a guide. Additionally, all managers will support the growth of current employees. HR will continually monitor the welcoming environment of this organization.
- What is the role of the Affirmative Action rep?
 - The Affirmative Action rep is also the HR Manager and is tasked with ensuring all hiring and employment practices are inclusive, as well as mitigating any potential biases.

2023-2025 Affirmative Action Strategies

Identify the strategies to achieve the Affirmative Action goals, outcomes, measures, and implementation for the 2023-2025 biennium.

1. Employment

- Agency Equity Implementation
 - **Hiring:** The Oregon Medical Board strives to implement equity in the hiring process by ensuring that candidates are interviewed by panels of multiple people, through multiple rounds of interviews, including women and people of color.

Additionally, we have included an interview question in the final round of interviews that addresses our commitment to equity and asks the candidate to define what equity means to them. This allows us to assess the alignment of the candidate’s values with our organizational value of equity and establishes the agency culture with potential employees.

- **Retention:** The Executive Director has made significant efforts to ensure that all employees of the board feel valued and have the opportunity to voice any concerns. She has met with each staff member individually to have one-on-one conversations about what motivates them, what they would like to see more of, etc. In essence, these are “stay” interviews as opposed to “exit” interviews, designed to ensure that employees

can communicate why they stay at their job, and what we can do as an organization to continue that. While there is no specifically targeted “equity” question or element to these interviews, the hope is that all of our employees know that they have access to the top of the organization and that they are valued and heard.

Furthermore, the position descriptions for the organization include that employees are expected to participate and contribute to an inclusive work environment. Quarterly check ins with employees include the expectation that all employees uphold the agency’s values, including equity.

- **Promotion:** The Oregon Medical Board posts positions for promotion through the hiring process outlined above, consistent with collective bargaining agreements. Qualified internal candidates are encouraged to apply.
- **Methods**
 - We believe that our methods are effective in hiring, retention, promotion, and inclusivity. Our employees tell us that the mission of the organization, doing work that matters, and the people they work with are their biggest motivators. Having a diversified staff with multiple races, generations, and backgrounds adds to the welcoming culture of our workplace. Having leadership that demonstrates a vested interest in each individual further engages staff.

2. Training, Education, and Development Plan (TEDP)

- **Training Overview:** All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. They are provided information as to their rights and responsibilities under the Board’s Affirmative Action Plan and other Board policies to eliminate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute. Further, ongoing and periodic training is provided to ensure consistency in applying these expectations. Various methods of training will be utilized.

Managers and employees have been required to attend Cultural Competency training. The commitment to Cultural Competency by the Board is well established.

- **Employees:** Managers and employees will attend training in the areas of affirmative action/EEO, valuing diversity, and preventing harassment. Training may be in the form of guest speakers during monthly all-staff meetings, formal classes, electronic learning, sharing of information from the Governor’s Affirmative Action Office, and/or one-on-one discussions. Managers will be evaluated annually for their adherence to this Affirmative Action Plan.

Employees are encouraged to identify trainings of interest and pursue those opportunities. Managers are supportive of employee development goals.

- **Volunteers:** The Oregon Medical Board does not currently have any volunteers.

- **Contractors/Vendors:** When contracts are established or renewed, the OMB provides vendors with a copy of the Affirmative Action Plan and/or directs them to the Board’s website where the Plan is available for public viewing.

3. Leadership Development/Training Program(s)

- **Equal Employment Opportunity Data of Trainees:** We have had the opportunity to periodically send one manager or member of the executive team to the year-long Leadership Oregon program offered by the state for development of leadership skills.
- **Results of Development/Training Program:** We encourage employees to seek out opportunities to develop within the organization and engage in training and development toward their career goals. For instance, we have had several staff encouraged to participate in Emerging Manager training and other similar development opportunities.

4. Programs

The Oregon Medical Board uses a number of approaches in executing a diversity program and bringing new people into the work force, creating opportunities for existing employees, and promoting an environment that is welcoming, inclusive, and supportive. Some of the initiatives and activities include:

- **Internship Program(s):** Our internship program is informal and includes:
 - Identifying tasks well-suited for interns and that are related to their career goals;
 - Recruiting for interns at our local higher educational facilities;
 - Depending on budget restraints, hiring at least one intern a year; and
 - Using interns to teach young people about the mission of the Oregon Medical Board and show them possible employment opportunities.

To date, we have typically had law students as interns who perform research projects related to board issues, such as consistency of disciplinary measures taken against licensees over the past five years, necessity of personal history questions probing mental health and substance use, and potential licensing streamlining and consistency efforts. While these projects are useful to the board, once the students graduate, they are usually seeking employment opportunities in the legal profession, and we do not have those types of jobs within our agency. Therefore, we have not looked at internships as a method for developing pipelines of candidates for future openings, but rather as a way to expose these students to the world of public service. At least two former interns have begun a career within Oregon state government.

- **Mentorship Program(s):** As a small agency, our organization does not currently have a formal mentorship program, but we do encourage and allow for employees to grow and develop.
- **Diversity Awareness Program(s):**
 - Agency-Wide Diversity Council
 - Employee Resource Groups (ERGs)/Affinity Groups

Our agency does not have a Diversity Council, or employee Affinity Groups. However, we support and enhance the awareness of diversity by:

- Communicating to all staff in a variety of mediums the importance of diversity and how it impacts the Board’s success rate;

- Asking staff to focus on the organization and provide suggestions to improve our diversity performance. Actively converting that input into action, providing training, and continually evaluating and evolving our diversity and inclusion program;
- The Diversity and Inclusion Representative is responsible for reporting the progress of the program periodically to management and the Executive Director and provide training and support in meeting the objectives and goals of the plan;
- Encouraging existing employees to learn new skills and apply them for career advancement opportunities both within the OMB and the state;
- Drawing upon different sources to advertise our recruitments such as Workday, and increase awareness of our openings by contacting minority and community organizations (hopefully through a statewide contract with Partners in Diversity);
- Promoting a respectful workplace by offering training on diversity awareness, improving communications, conflict management, and an open atmosphere to talk about problems and ideas; and
- Creating a welcoming environment by fostering an acceptance of people's differences and treating everyone with respect and professionalism whether they are staff or customers.

5. Community Engagement

- **Career Fairs:** We attend career fairs as our resources allow.
- **Community Events/Festivals:** Our Executive Director makes presentations to community organizations such as health care groups and higher educational facilities about the work of the OMB, creating interest in our jobs.

The Executive Director travels and lectures in order to conduct outreach, promote the services of the Oregon Medical Board, and develop and maintain ties to the medical and regulatory community locally, nationally, and internationally. For example, the Executive Director is currently a member of the International Association of Medical Regulatory Authorities (IAMRA) Board of Directors, the Federation of State Medical Boards (FSMB) Artificial Intelligence Taskforce, and serves as Chair of IAMRA's Physician Information Exchange Working Group.

- **Trade-Specific Events:** The Executive Director has been an actively engaged member of the Federation of State Medical Boards and participated in national and international committees.

The Medical Director acts as an ambassador to the medical community, traveling and speaking to various audiences to engage the licensee population.

In addition, our agency supports our programs by:

- Posting notices and forwarding emails that talk about cultural activities and other information that supports diversity and inclusion;
- Displaying the agency's commitment to our Affirmative Action Plan by publicizing it on our website and having hard copies available in strategic locations for everyone to read; and
- Supporting our Affirmative Action Representative in joining local organizations that are aligned with our Affirmative Action goals.

MANAGEMENT

Leadership Evaluation

ORS 659A.012 requires agencies *“to achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance.”*

- Document how your agency has complied with this requirement to evaluate all management personnel:
 - This requirement is met through quarterly check-ins with all supervisory roles to ensure that this is kept as a focus.

Succession Plan

- **Succession Planning:** With the size of our organization (42 FTE), as well as the relatively flat organizational structure, succession planning can be difficult. Many employees are cross-trained with peers to ensure that the loss of one employee does not also mean the loss of the function for the agency. Additionally, the Executive Director and HR Manager periodically review the staff eligible for retirement to ensure that knowledge transfer has been planned. However, outside of the recruitment process and encouraging training opportunities, we have not yet been able to implement a more formalized succession planning process.

CONTRACTING

Contracting with Minority-Owned Businesses (ORS 659A.015)

The Oregon Medical Board makes every effort to utilize COBID firms for contracting opportunities. The majority of our contractors are Medical Consultants from many specialties who contribute to investigations of licensees.