



# Oregon State Police

## Affirmative Action Plan

### 2025-2027

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# Oregon

Tina Kotek, Governor

Oregon State Police  
Headquarters  
3565 Trelstad Ave Se  
Salem, Oregon 97317  
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Date: 8/13/2024

Re: Oregon State Police Affirmative Action Plan

Dear Oregonians,

I'm excited to reaffirm our commitment to upholding the mission of the Oregon State Police, to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce.

Within our mission is a commitment to building upon a diverse, professional, and trustworthy workforce. We honor that ongoing commitment to the people of Oregon with our department's comprehensive Affirmative Action (AA) and Diversity, Equity, and Inclusion (DEI) strategies. I strongly believe our innovative DEI efforts enhance our goal of creating a culture of excellence and accountability, which the department will only achieve through continuous improvement.

We recently launched our updated 2024-2029 comprehensive strategic plan which centers on four main goals: Enhancing Public Safety, Strengthening Community Relations, Improving Organizational Efficiency, and Developing Personnel. My administration works closely with our established DEI Unit to ensure principles of Diversity, Equity, and Inclusion are embedded throughout our strategic objectives. The Deputy Superintendent and I serve as members of the OSP Inclusion Team, whose mission is to strengthen the departments ongoing practice of fostering diversity, equity and inclusion awareness through guidance, education, and collaboration. Our growth helps advance OSP efforts to build upon a workforce that upholds the highest standards of integrity in public safety services.

I am proud of the work we have done and the direction we are going. I am thankful to our workforce and to the people of Oregon for your continued support. I look forward to being active partners in this shared journey to correct the problems of inequity and injustice in our state. Together, we will take the intentional steps needed to ensure all Oregonians enjoy the opportunity to feel safe and thrive.

Thank you,

Casey Coddling  
Superintendent of the Oregon State Police

*The mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce.*

## Agency Overview

Founded in 1931, the Oregon Department of State Police (OSP) is a multi-disciplined organization that is charged with protecting the people, wildlife, and natural resources in Oregon. To accomplish this charge, we enforce the traffic laws on the state's roadways, investigate and solve crime, enforce fish, wildlife, and natural resource laws, conduct forensic analysis and post-mortem examinations, regulate gaming, provide background checks, retain law enforcement data, records, and manage the criminal justice information services.



The work of the Oregon State Police is organized into six Bureaus, the Police Services Bureau, Field Operations Bureau, Public Safety Services Bureau, Gaming & Business Services Bureau, Science & Communication Bureau, and Workforce Development & Support Bureau. The agency operations are supported by Four Region Headquarters with 36 Area Command / Worksite offices and five regional forensic crime labs throughout the state.

## Mission Statement

The mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce.

## Vision Statement

The Oregon State Police will be a leader in delivering high-quality services that support and enhance public safety in the 21st Century.

## Values

The following five values represent the “moral compass” of the Oregon Department of State Police. We are committed to living these values every day and embodying them in our daily activities as public safety professionals:

### Honor

We will honor the mission entrusted to us by preserving the peace and protecting the rights of all people.

### Loyalty

We are loyal to the agency's mission and to providing equal service to all.

### Dedication

We are dedicated to delivering innovative and professional public safety services.

### Compassion

We will serve all people and fulfill our duties with the utmost understanding and empathy.

### Integrity

We will act with the highest level of responsibility and accountability in accordance with the public's interest and trust.

## Agency Director/Administrator

Casey Codding – Superintendent

## Governor’s Policy Advisor for OSP

Valerie Colas – Public Safety and Military Policy Advisor  
Formerly, Constantin Severe – Public Safety and Military Policy Advisor

## Agency Diversity Equity and Inclusion / Affirmative Action Representative to the Governor’s Office of Cultural Change

Kenny Lowe - Diversity Equity and Inclusion (DEI) Manager

## Lead for Business Equity: COBID/Buy Oregon. EO 18-03 Designee

Sandra Flickinger - Director of Procurement/DPO

## Agency Diversity Equity and Inclusion Staff (3.0 FTE)

Kenny Lowe, DEI Manager (HR Manager 2)  
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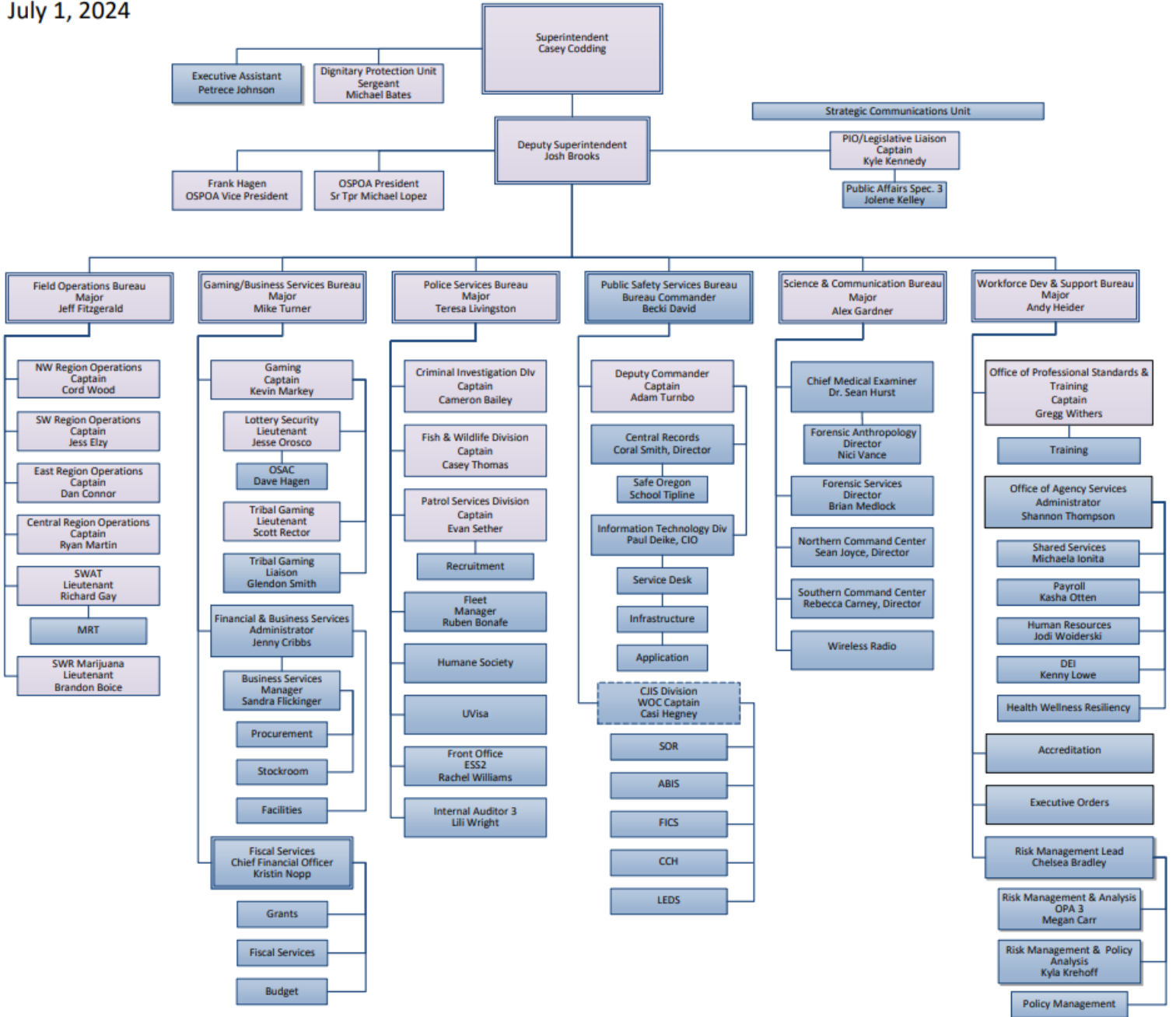
Caitlin Steele MA, DEI Analyst (OPA1)  
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## Oregon State Police Inclusion Team (Volunteer specialty assignment)

Email: [osp.inclusion@osp.oregon.gov](mailto:osp.inclusion@osp.oregon.gov)

<u>Name</u>	<u>Position/Division</u>	<u>Location</u>
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Oregon State Police  
 Organization Chart  
 July 1, 2024



# 2023-2025 AFFIRMATIVE ACTION PROGRESS REPORT

## RECRUITING INTENTIONALITY

Essential to OSP's mission success is our ongoing efforts to build upon a diverse, professional, and trustworthy workforce. In our updated [5-Year Strategic Roadmap \('24-'29\)](#) we outline an objective: To recruit, retain, and develop a diverse, skilled, and motivated workforce by investing in and developing staff (GOAL 4). These efforts require intentionality.

Our HR Recruitment efforts continue to advance diversity, equity, and inclusion while maintaining the desired standard of excellence and accountability. In May of 2024 the HR Recruitment team provided an all staff training, "Recruiting a diverse, skilled, and motivated workforce" during our Manager Competency Training series. Their training helped educate managers and aspiring leaders on recruitment best practices and aligning practice to agency strategic plans, DEI action plans, and meeting the Governor's expectations for reducing recruitment and onboarding times by streamlining recruitment practices.

Also, in this current biennium we have continued to build upon the recruitment strategies from the previous affirmative action plan ('21-'23) to include continuing intentional investment into enhancing recruitment programs for populations underrepresented in our current workforce. These efforts include intentional outreach and recruitment to women and underrepresented minority communities nationally. Our in-person sworn recruitment included visits to: Military bases, Historically Black Colleges and Universities, Minority and Hispanic Serving Institutions, in addition to visiting traditional University, College, and Community college campuses and events. Attending events such as the [Allstate HBCU Legacy Bowl](#), presented by the Black College Football Hall of Fame, serves as more than just a checked box. OSP recruiters participate in the week-long celebration of Black culture, history, along with the Career Fair which provides invaluable exposure to the variety of opportunities available to HBCU students here in the state of Oregon and within law enforcement at the Oregon State Police.

Our recruitment efforts to welcome immigrating talent to Oregon have spanned across the country with events in Texas, Mississippi, New Orleans, Oklahoma, Illinois, Montana, Utah, Arizona, and neighboring states of California, Nevada, Idaho, and Washington. In addition to the national investment in recruiting we continue to work on reinforcing local relationships with partnerships at the University of Oregon, Oregon State University, Western Oregon University, as well as Chemeketa Community College.

In summation, OSP recognizes in order to truly mitigate the past harms and exclusionary practices that resulted in Oregon's existing demographics, significant investment and intentional efforts must be made to center outreach and recruitment efforts around building relationships and welcoming local talent as well as people from across the country to serve here with the Oregon State Police.



# 2023-2025 AFFIRMATIVE ACTION PROGRESS REPORT

## FILLING OF VACANCIES WORK GROUP

In June of 2023, OSP formed a multidisciplinary workgroup to review our current Filling of Vacancies policy 304.4. The goal was to create a set of recommendations for the Superintendent to improve hiring and promotional opportunities to ensure we are hiring and promoting the most qualified candidates. The work group consisted of OSPOA, AFSCME, HR Director, HR Recruiting, Police Services Bureau Major, Science & Communication Bureau Major, DEI Unit, Policy Manager, and the Office of Professional Standards.

## DEI PARTICIPATION

While DEI Unit representation was considered in the composition of the workgroup, we are mindful of not tokenizing members of our workforce. The focus was on comprising this workgroup with key positions who serve critical functions and are interested parties to hiring and promotional processes. As our DEI Manager reflected on the demographics of the workgroup, he observed strong representation of historically underrepresented voices participating in these influential efforts.

The workgroup demographics consisted of five men and six women. Regarding race, 3 of the 11 members were people of color including representation from both OSPOA and AFSCME union leadership. Three members of the workgroup were active OSP Inclusion Team members and engaged regularly in agency DEI efforts. The workgroup included our highest-ranking Female Trooper at the rank of Bureau Major. Additionally, the workgroup included a member who is openly a part of the LBGTQ community. The workgroup ultimately was comprised of diverse experiences from which they were able draw upon as they worked to review data and make informed recommendations.

For this project surveyed OSP staff and received roughly 600 total responses, with **333** of those responses being from Sworn members. A thematic analysis of survey responses included concerns regarding transparency, inconsistencies, and fairness. Additional themes including the need for expectation setting in preparation for interview panels, standardized assessment of candidates, and post-interview communication and follow up.

The workgroup produced a list of recommendations based upon the survey results and employee feedback received which included:

- 1) Modifications to panelist requirements and evaluation/scoring requirements.
- 2) Inclusion of a staged assessment process to allow a candidate's knowledge, skills, and abilities to be evaluated in multiple formats and not scored exclusively on the in-person interviews.
- 3) Modifications to the 360-review process to reduce bias and favoritism.
- 4) Modifications and standardization to reduce subjectivity.
- 5) Streamlining of the policy
- 6) A list of additional considerations for future collective bargaining agreements.

In the 2025-2027 strategies on page 13, we have included assessment and re-evaluation of these workgroup recommendations to ensure changes are having a positive impact on recruitment and promotional processes.



# 2023-2025 AFFIRMATIVE ACTION PROGRESS REPORT

## TRAINING AND DEVELOPEMENT

The OSP [DEI Action plan](#) highlighted an ongoing goal of incorporating racial equity, cultural responsiveness, DEI awareness, trauma-informed practices, and accessibility considerations into our training infrastructure and employee development. We are committed to reviewing learning outcomes, training curriculum, execution, strategy, and the ongoing training needs of our staff on an annual basis.

## IMPLEMENTATION

The original DEI Unit's Training Needs Assessment of 2023 revealed specific topics of interest and the unanimous demand for more in-person training. In collaboration with all departments and divisions across the Oregon State Police, we have addressed all of the previous training topic requests in some form through in-person offerings. Additionally, in October of 2023 we began to utilize Workday Learning to enroll, track, and manage our in-person training sessions, thereby increasing our commitment to and integration of State enterprise infrastructure.

**Leadership Development:** DEI Unit creation of *Operationalizing DEI: Using DEI in Performance Evaluations to drive a culture of excellence & accountability* - training for agency leadership (LEADS), DEI Manager involvement in monthly LEADS meeting, DEI Manager presentations at OSP Sergeant's Academy, DEI Manager presentation at OSP Bureau Executive Leadership Retreat (Spring 2024), DEI Unit creation of Manager Competency Training (Summer 2024), DEI manager creation of agency-wide Ethics Training (Fall 2024), Leadership Training for Professional Staff (Fall 2024).

**Navigating Difficult Conversations:** Execution of *Manager TOMP Check-ins* training and *Manager Performance Evaluation* training (LEADS), creation of Professional Staff mentorship training (Fall 2024).

**Responding to Accusations of Racism & Bias:** Execution of *Interrupting Bias* training for Inclusion Team, creation of *Characteristics of Culture – Module 2: Bias by Us*, EMS Inservice 30x30 & Bias training (Spring 2024), incorporated agency complaint policy and procedures in New Employee Orientation (NEO).

**Managing Team Conflicts:** Creation of *Characteristics of Culture – Module 3: Intercultural Communication* (Fall 2024).

**Coaching, Mentorship, Professional & Career Development:** Creation of Sworn Mentorship Program, creation of Professional Staff Mentorship Program (Fall 2024).

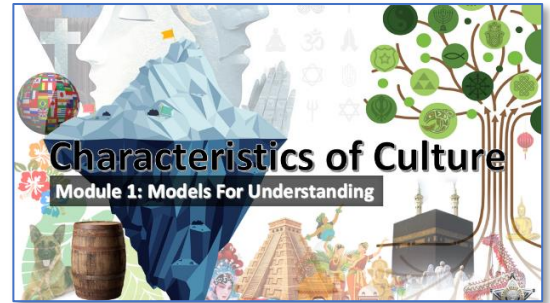
**Cultural Awareness & Cultural Trends:** Creation of the *Characteristics of Culture Series*, Cultural Awareness presentation at Fish & Wildlife Inservice.

**LGBTQIA+ Inclusion:** Execution of LGBTQ terms training for both the inclusion team (Spring 2024) and the EMS Inservice attendees (Spring 2024).

All of our training implementations have addressed our previous "Future DEI Training & Development" initiatives listed in our DEI Action Plan (e.g., Online Resources, In-Person/Scenario-based training, In-House Bias Training, 30x30 Implementation, Leadership Curriculum, and Division-Specific Training).

## EXECUTION

**Characteristics of Culture Series:** In early 2023, The DEI Unit began administering the first module of an agency-wide training series on “cultural competency” through the lens of teaching how to understand cultural differences. *Module 1 - Models for Understanding* (pictured right), has been well-received by a mixed audience of sworn Troopers and professional staff. This is largely due to our pedagogical approach of culture being something that everyone has - undoing the ineffective “Shame and Blame” strategy administered for decades by most DEI professionals. For Troopers, the course was also eligible to be used toward the [equity training hours](#) for the police officer certification maintenance requirements.



Because of the first module’s success, we received approval to move forward with the next module. “Cultural Bias” was the chosen topic for Module 2 because it addressed multiple needs throughout the agency. Besides being the third most noted topic of interest that surfaced in our original training assessment, Bias training was also a requirement of the [30x30 Initiative](#) and was a goal in our previous needs assessment. Additionally, our DEI Unit had a great interest in undoing much of the bad/inaccurate bias training that has been done throughout the nation. We also incorporated the best practices of bias training from DPSST and included the most up-to-date research on bias.



In conversations with the audience following the first two modules, attendees unanimously agreed that Intercultural communication would be of more value to our agency than “cultural leadership” curriculum. As such, we are in the process of developing *Module 3 – Intercultural Communication* for our workforce. This will be the third option in the series for Sworn to have in fulfilling their 3-year maintenance requirement and will be of immense value in training managers to interact better with their team. We plan to have this module beta tested and implemented in early fall.



## FUTURE DEI TRAINING & DEVELOPMENT

The DEI Unit plans to continue to create and implement compelling curriculum that addresses the original seven “buckets” of training interests from our original agency-wide Training Needs Assessment (*Leadership Development, Navigating Difficult Conversations, Responding to Accusations of Racism & Bias, Managing Team Conflicts, Coaching/Mentorship/Professional & Career Development, Cultural Awareness & Cultural Trends, and LGBTQIA+ Inclusion*). We will also continue to develop and institutionalize our previous training initiatives (Enhancing Online Resources, In-Person/Scenario-based Training, In-House Bias Training, 30x30 Implementation, Leadership Curriculum, and Division-Specific Training).

At large, these seven topics of interest previously listed have not changed for our workforce when debriefing training needs with leadership, and in conversation after training sessions. However, many of our upcoming training offerings will be catered to manager development, workforce retention, and recruiting efforts as those are immediate needs for our agency. There are times when Division Leaders will request “one-off” trainings that enhance the needs of their unit, team, or general workforce. Additionally, collaborations with teams like the Health, Wellness, and Resiliency (HWR) Unit have proven to amplify our reach and impact. Continuing cross-divisional relationships and trainings will enhance our structural value to the agency moving forward.



**Cross-Divisional Relationships:** The OSP Forensics services division remains a leader in assessing the trainings needs and interests across their workforce and partnering across divisions to enhance the performance of their personnel. One example is a survey conducted exploring Non-Technical Training priorities across their division. Results (accessible via QR code to the right) included Leadership, Communication, Emotional Intelligence, Growth Mindset, which all intersect with themes and learning objectives in both DEI Unit and HWR Unit current or future trainings.



**Enhancing Online Resources:** In 2024, OSP began inviting other State agencies along with partner law enforcement agencies to attend our DEI Trainings. We’ve experienced barriers with registration for external partners via Workday, and have been unable to override the accessibility issues within that state Government infrastructure. Regardless, we’ve had several other state agency employees attend our Bias training and are welcoming of law enforcement partners, many of whom are from rural departments that do not have the benefit of a dedicated team of DEI professionals.

While more work remains, we feel strongly that our adoption and integration of DEI Training across the workforce has been a success. Superintendent Coddling recently shared of DEI Unit efforts, “it’s truly making a difference. As others struggle, we seem to be pushing ahead, it’s become part of who we are as an agency. Your approach works! Training, education, awareness, and courage works!”

## 2023-2025 AFFIRMATIVE ACTION PROGRESS REPORT

### MENTORSHIP

Shared goals of the OSP 23'-25' AA plan, DEI Action plan, and updated [5-Year Strategic Roadmap \('24-'29\)](#) are to increase efforts to Develop and Empower Personnel. In this biennium the Health Wellness and Resiliency Unit (HWR) and DEI units collaborated with Training and Recruiting Division develop our Recruit Mentor Program because effective mentorship programs have proven to be successful within law enforcement and lead to increased retention, helping align expectations with organizational culture, increased job fulfillment, and improved overall job effectiveness. Also as a part of our continued learning as members of the [30x30 Initiative](#), mentorship was identified as playing critical role in the development of women in law enforcement.



The HWR and DEI units developed a program that partnered an experienced trooper from those who have successfully completed Field Training, with 1-3 recruits to enhance the recruit's personal and professional coaching and development prior to OSP Pre-Academy. Additionally, the HWR Unit developed a Tactical Athlete Academy Prep Guide which provides an 8-week fitness and nutrition plan, designed to enhance physical and mental preparedness prior to arriving at the OSP Pre-Academy.

All mentors attend virtual orientation and trainings before being assigned to their mentees. The pairing process for mentors and recruits considered shared cultural and social characteristics with all mentors being expected to engage and communicate effectively across cultural and generational differences in order to build a stronger sense of vocation. After a very positive response to the initial pilot program the program was adopted for future recruit classes. 100% of the recruits who were mentored and made it successfully through academy said they would like to serve as mentors in the future.

### TROOPER TO SERGEANT MENTORING PROGRAM

In addition to recruit mentorship, OSP expanded the awareness and participation of a Trooper to Sergeant Mentorship program. The goal of this program is to develop future supervisors to reinforce succession planning and equip future supervisors with the preparation needed for promotional opportunities within the Department as they arise.

The Trooper to Sergeant Mentoring Program provides a 12-week mentorship program for troopers/senior troopers interested in professional development to ensure future supervisors are properly prepared for promotional opportunities within the department. Troopers interested in promotion are provided with the opportunity to work with an assigned Sergeant to observe, learn, and discuss the duties routinely conducted by Oregon State Police Sergeants within the Patrol Division.

In the 2025-2027 Affirmative Action strategies you will observe continued emphasis on mentorship and the development of our existing workforce. Programs will include the expansion of mentoring to professional staff with an emphasis on increasing employee and leadership development.

# ADDITIONAL 2023-2025 AFFIRMATIVE ACTION PROGRESS REPORT

## 1. Enhancing Recruitment & Assessment

*State DEI Strategy 8 (Business Acumen- Enterprise Evaluation Values and Competencies)*

- ✓ Filling of Vacancies Workgroup- page 7
- ✓ Continues efforts to increase diversity of Sworn Command Panels with the inclusion of Management Services staff, DEI Unit, and Tribal Liaison on interview panels.
- ✓ Ongoing effort to identify and be responsive to feedback regarding where applicants are disengaging with the OSP sworn hiring process.

## 2. Diversifying the Workforce and Creating an Inclusive Workplace

*State DEI Strategy 8 (Business Acumen- Enterprise Evaluation Values and Competencies)*

- ✓ Utilizing strategic diversity, equity, and inclusion thinking in agency decision-making through collaboration in the formal policy review process between DEI Manger and Policy Manager.
- ✓ DEI Unit review of promotional processes as described in Filling of Vacancies workgroup.
- ✓ DEI unit participation in the development of agency strategic objectives with DEI Manager Involvement in Leadership Strategic Planning 6/22/2023.
- ✓ Training and developing a culturally competent as documented (Page 8-10)
- ✓ Collaborating with management personnel in achieving affirmative action & DEI objectives as a key consideration of that manager's or supervisor's performance:
  - DEI Unit Training to LEADS/Exec Leadership on Exec Order 22-11 obligations.
  - DEI added as a competency to all performance check-ins.

## 3. Intentional Community Engagement

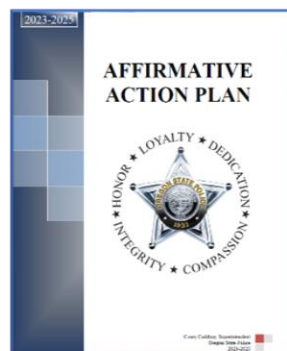
*State DEI Strategy 4 (Intentional Engagement- Enterprise Evaluation Values and Competencies)*

- ✓ Facilitating proactive, community engagement efforts to foster trust and partnerships.
  - Inclusion Team and Urban Explorers site visit and information exchange
  - The Bridge Listening session – PDX
  - Tribal Liaison Outreach to Confederated Tribes

## 4. Succession Planning, Mentoring, and Developing People

*State DEI Strategy 8 (Enterprise Evaluation Values and Competencies)*

- ✓ Managers & mentors model DEI competency and practice the promotion of DEI.
- ✓ Manager & mentor advocacy for the development of underrepresented staff through:
  - Mentorship Programs (Highlighted on page 11)
  - OSP Succession Plan created by DEI Manager



# 2025-2027 AFFIRMATIVE ACTION STRATEGIC OUTLINE

## 1. Creating A Culture of Excellence and Accountability

*OSP '24-'29 Strategic Plan GOAL #2, OSP '23- '25 AA Plan Strategy 2, State of Oregon DEI Strategies 8 & 9*

OSP remains committed to creating an Inclusive Workplace, guided by a Culture of Excellence and Accountability. We advance these efforts through:

- a) Enhancing Internal Employee Engagement (Gallup Q12 follow up)
  - i. Increase employee rewards, recognition, and positive feedback.
  - ii. Utilize DEI Newsletter for employee rewards and recognition.
- b) Affirming a zero-tolerance for discriminatory practices or harassment policy through ongoing collaborations between the DEI Manager and the Office of Professional Standards. Together OSP can:
  - i. Improve the process for evaluating internal allegation of unfair treatment, bias, or harassment.
  - ii. Ensure holistic and compassionate supports are provided to those who've been harmed.
  - iii. Support the continued growth and development of our workforce to better recognize and be responsive to cultural differences.
- c) Utilizing OSP Connect to highlight employee stories.

## 2. Develop and Empower Personnel

*OSP '24-'29 Strategic Plan GOAL #4, OSP '23- '25 AA Plan Strategy 4, State of Oregon DEI Strategy 8*

Through:

- a) Mentoring-
  - i. Professional staff employee development, leadership development programs.
  - ii. Utilize OSP Connect to highlight employee stories including mentorship success.
- b) Succession Planning-
  - i. Develop list of minimum qualification/training/competencies for sworn career matrix.
  - ii. Evaluate Utilization of Working out of Class and Job Rotations to ensure fairness.
- c) Intentional Employee Development
  - i. Implement Employee Development Planning.
  - ii. DEI Training and Development Plan.
  - iii. Develop additional learning resources.

## 3. Enhance Recruitment & Assessment

*OSP '24- '29 Strategic Plan GOAL #4, OSP '23- '25 AA Plan Strategy 1, State of Oregon DEI Strategy 1*

Through:

- a) DEI Unit review and evaluation of Filling of Vacancies policy changes.
- b) Improve Offerings of Prep Guides - Behavioral Based Job interview training (internal and external).
- c) Demographic analysis of professional staff recruitment for trends in disengagement during hiring process.
- d) Developing Bilingual/Bi-Cultural outreach plan for sworn and professional staff recruiting.

## ROLES FOR IMPLEMENTATION

### Agency Management and Supervisors

Managers/Supervisors are held to a higher standard and are expected to be proactive in creating and maintaining a discrimination and harassment free workplace ([DAS Policy: 50.010.01](#)). The OSP expectation is that Managers, Supervisors, or those interested in leadership positions will be intentional in creating an inclusive work culture. Under ORS 659A.012, all state agencies are “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.” Our ’23-’25 AAP strategies included increased focus and DEI Unit responsibilities to support Managers/Supervisors in these agency wide efforts. We will continue these efforts in 2025-2027.

### DEI Unit (Manager, OPA1, TDS2, OSP Inclusion Team)

The DEI Unit will continue to have increased responsibility and accountability for progress in the completion of the remaining ’23-’25 AAP strategies and goals as well as incorporating 2025-2027 goals into our scope of work. This includes but is not limited to:

- \* The annual evaluation of training and development needs
- \* The implementation and ongoing evaluation of our DEI Action Plan strategies
- \* The Ongoing consultation and support for agency Leadership
- \* Ensuring ongoing alignment of AA, DEI, Succession, and Strategic Plans
- \* Continued policy review
- \* Ongoing process improvement

### The OSP Inclusion Team

The OSP Inclusion team which serves as a statewide multidisciplinary team must continue to increase visibility in 2025-2027, serving as champions for DEI/AAP across the department. The Inclusion Team focus will include:

- \* Enhancing Recruiting
- \* Outreach and Community Engagement
- \* Internal Communications and Messaging
- \* Training & Professional Development
- \* Policy recommendations

### The OSP Workforce

As public servants it is the responsibility of our OSP workforce to create a welcoming and inclusive work environment where all people are welcomed and can thrive. This will only be achieved through a shared commitment to growth and employee development. As a part of creating a culture of excellence and accountability, we ask all members of the OSP workforce to commit to welcoming differences and living our agency values of Compassion, Honor, Integrity, Loyalty, and Dedication.



# Oregon

Tina Kotek, Governor

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503-378-3720  
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503-585-1452 TTY

Date: 7/31/2024

Re: DEI Manager feedback regarding Oregon State Police Leadership and agency director performance

Dear Oregonians,

As the Diversity, Equity, and Inclusion (DEI) Manager for the Oregon State Police, I am responsible for leading DEI efforts including being responsive to police reform and accountability recommendations across our agency. As a Black man raised in Northeast Portland, these efforts are of the utmost importance and unparalleled significance to me and I am honored to serve the people of Oregon as their DEI Manager for the Oregon State Police.

While the demands for police reform and accountability came to a visible peak during nationwide outrage over George Floyd's death, the Oregon State Police formalized the difficult work of self-assessment, reflection, and continuous organizational improvement by building an OSP Inclusion Team in 2016-2017. Officially put into policy in 2017, the OSP Inclusion Team has served as a voluntary specialty assignment inclusive of sworn Law Enforcement and professional staff from across the state. The membership of the team has always included diverse representatives from the department along with Executive Leadership representation from the Superintendent and Deputy Superintendent. Under the leadership of Matt Eggert, a Forensic Scientist out of the Portland Crime lab, the OSP Inclusion Team served as the bedrock from which the formal DEI Unit was built in 2022. Our current administration, Superintendent Coddling and Deputy Brooks engage with our Inclusion Team as the 3<sup>rd</sup> OSP Superintendent and administration to hold seats at the table. This report is intended to highlight their active engagement and effectiveness in elevating DEI within the agency to achieve DEI and affirmative action objectives as a key consideration of their performance and leadership.

In February of 2023 prior to having been confirmed as our Superintendent, then Interim Superintendent Coddling addressed all OSP Employees in a DEI Letter outlining his expectations and providing a clear understanding of DEI as a core principle of his administration. After being confirmed as the Superintendent this document was embedded into new hire material as required reading for both professional and sworn staff.

In March of 2023 the Superintendent approved and invested in an Inclusion Team retreat as we oriented new members to the team and worked to finalize the Inclusion Team's strategic objectives.

*The mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce*





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503-585-1452 TTY

In April of 2023 Superintendent Codding welcomed DEI Manager as a member of the monthly Executive Leadership Team (ELT) meetings and outlined the expectations of that group to serve as key staff and the critical leaders across the entire department. The meeting was rebranded from ELT to LEADS, an acronym for:

- L - Listen: Looking for feedback from the “field” for the areas in which we need to make a movement.
- E - Evaluate: Orienting ourselves to our current position- Where are we now? Where do we want to be? How do we get there?
- A - Align: Working together for a single purpose to support the overall mission from a variety of positions.
- D – Develop: Create the plan / make the decision
- S – Support: Roll the plan out, direction, and resources to enable the team to succeed.

In May of 2023 OSP Executive Leadership introduced a Strategic Objective Planning guide that outlined our administration’s goal: “Create a culture of excellence and accountability”. That goal now serves as a north star for the agency and provides common language that aligns nicely with DEI objectives and expectations in our DEI Action plan.

In the June 2023 LEADS meeting the DEI Manager and DEI Trainer presented a 120-minute training for all Executive Leadership on Operationalizing DEI- *Using DEI in performance evaluations to drive a culture of excellence and accountability* which included reviewing Affirmative Action Exec Order 22-11 Manager/Supervisor obligations. As a result of this meeting DEI was added as a competency on TOMP Check-ins for all employees.

On June 22, 2023, Superintendent Codding and Deputy Brooks invited DEI Manager to engage at the Part 2, of OSP Leadership Strategic Planning meeting. This event included the highest level of department leadership with the Superintendent, Deputy, and 6 Bureau Majors/Commander and they welcomed the DEI Manager into their planning.

On August 30, 2023, Superintendent Codding engaged with the DEI Manager on a private 5-hour ride along, traveling to Portland, OR to better understand the DEI Manager’s background, upbringing, lived experience, traveling through Northeast Portland (NEP) neighborhoods, and observing and discussing the impacts of gentrification in North/Northeast Portland.

In the Fall of 2023 Superintendent Codding and Deputy Brooks demonstrated their support by travel to Bend, OR for a private in-person check in with the DEI Manager who had recently relocated to work from Bend Area Command, patrol office.

*The mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce*



# Oregon

Tina Kotek, Governor

**Oregon State Police**  
Headquarters  
3565 Trelstad Ave Se  
Salem, Oregon 97317  
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In a show of support for the DEI Manager and a demonstration of Superintendent Coddling's commitment to continuous learning, he and several other leaders, Bureau Major Gardner and Major Livingston attended the Black History Month Celebration Panel Discussion Event on February 27<sup>th</sup>, 2024, which featured OSP's DEI Manager as a panel member. Those OSP leaders in attendance set time aside with DEI Manager following the panel to reflect and discuss the unique experiences shared during the panel. Deputy Brooks was unable to attend in person but reviewed the recording of the event and discussed with DEI Manager.

Superintendent Coddling participated in the DEI Action plan feedback session with DAS Office of Culture Change and OSP DEI Unit on 4/2/2024. The Superintendent was acknowledged by OCC staff who reported not all executive leaders and agency heads engaged at that level of feedback and exchange regarding agency plans. They noted his level of engagement and positive interactions with DEI staff were evident.

Superintendent Coddling and Deputy Brooks invited DEI Manager to present at OSP Bureau Leadership retreat on 4/26/2024. Originally scheduled for 2 hours, the session and subsequent conversation with Deputy Brooks extended for nearly 3.5 hours. Superintendent Coddling was not able to attend due to a modified leave in the wake of his involvement in a very public critical incident just days prior. Upon his return, the Superintendent and Deputy and I gathered privately on May 16<sup>th</sup> for a DEI check in, following up on the Bureau Leadership retreat conversation and establishing regular DEI Check Ins scheduled to occur every 2 months.

In addition to these efforts Superintendent Coddling is a collaborator on monthly new employee orientations where among many things, he shares his praise for the DEI unit and affirms DEI as an agency expectation. Superintendent Coddling and Deputy Brooks are both sitting members of the monthly Inclusion Team where they participate and engage in the agency wide conversations regarding Diversity, Equity, and Inclusion as well as have participated in DEI Trainings offered during that time. Both Superintendent Coddling and Deputy Brooks provide regular feedback to the DEI Unit regarding our DEI Unit's Monthly Newsletters, with praise including the following sentiments:

"Another great job putting this together Kenny, thanks for all you and your team do engaging with our folks."

"Great work, thanks again, keep it up!"

"That (March 2024) was a good one, Kenny. The 30x30 piece was well written and the Bio on Steele was super interesting. Good effort all around... Appreciate you guys, your training, your insight, your approach to all this. Grateful."

"I appreciate the work your unit is doing and how you keep this at front of mind for our folks."

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"Wow, another amazing newsletter! I love your writing and am so proud of you and everything you're doing."

"Well, once again the best newsletter out there! And, you mention me, but you, Aaron, and Caitlin (DEI Unit) deserve all the props and recognition. I'm so grateful for your positive messaging and efforts to champion excellence and accountability. You all rock."

As the DEI Manager I have the opportunity to participate in enterprise-wide DEI Leaders meetings, agency Affirmative Action representative meetings and the recently formed DEIB Cabinet to support the Office of Culture Change's operationalizing of DEI across the state enterprise. In these efforts we are able to meet and support one another in our common goals. Similarly, I meet with colleagues in the National Association of DEI Professionals in Law Enforcement (NADPLE) who gather monthly to support another and legitimize DEI within the Law Enforcement profession. In these settings we have a very wide range of experiences in the adoption and support of DEI in our respective organizations. It has been my assessment that my experience within the Oregon State Police stands alone as an example of full integration, workforce buy-in across the organization, and a model for the ever-elusive goal of gaining leadership support for DEI. When conveying this to Superintendent Codding and thanking him for his support he recently responded by sharing, "We (OSP Leadership) are so proud of everything you and Aaron (DEI Trainer) are accomplishing; it's truly making a difference. As others struggle, we seem to be pushing ahead, it's become part of who we are as an agency. Your approach works! Training, education, awareness, and courage works!"

These words and the before mentioned demonstrations of support reflect Superintendent Codding, Deputy Brooks, and OSP Leadership's support, integration, and operationalizing of agency DEI efforts. My success in this position is a reflection of OSP Leadership's investment and support for our efforts. The depth and breadth of these efforts are further captured in our comprehensive DEI Action Plan and this update to our OSP Affirmative Action Plan.

*Kenneth R. Lowe Jr.*

Kenny Lowe, DEI Manager

Workforce Dev. & Support Bureau

Oregon State Police, GHQ

3565 Trelstad Ave SE, Salem, OR 97317

Email: [Kenneth.Lowe@osp.oregon.gov](mailto:Kenneth.Lowe@osp.oregon.gov)

Phone: 503.302.9035

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# REPORTING AGENCY COMPLAINTS

## COMPLAINT PROCESS

In order to build and maintain the public's trust, honor, and uphold the authority given to us by the people of Oregon, the Oregon State Police recognize we must epitomize the highest ideals of ethical and professional conduct. As such, we take seriously and investigate thoroughly all complaints of bias or discrimination by our workforce. Complaints and Compliments can be initiated anonymously, in person or over the phone, submitted electronically via [Online form](#), or a [Downloadable form](#) which can be returned in person, mailed to General Headquarters or submitted electronically via email.

The Office of Professional Standards receives and manages complaints for both sworn and professional staff employees, in addition to conducting police pursuit and use of force reviews, and other high liability incidents such as damage to state equipment. The Office of Professional Standards & Risk Analyst office are comprised of a team of four full time investigators, a Risk Manager, Operations and Policy Analysts, and a Policy Manager and is supervised by a sworn Captain.

## COMPLAINT DATA AND FINDINGS 2022-2023

Pursuant to Oregon Executive Order no. 17-11 relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion and amendment of Executive Order 05-01, Amendment 08-18, and Amendment 16-09 Section 2. f, The Oregon State Police believes in transparency in fulfilling our obligation to "Track, evaluate, and measure trends in agency discrimination and/or harassment claims, reporting data and findings in the subsequent biennial Affirmative Action Plan."

The Office of Professional Standards will be working with the newly created DEI Unit to identify, evaluate, and track trends in agency discrimination and/or harassment claims. Given the nature of investigating and resolving these allegations, only data from completed investigations will be reported in our biennial AA plans.

For this biennium, in 2022 The Office of Professional Standards completed ten investigations related to alleged discrimination or perceived bias treatment based on protected classes (nine cases related to race, one related to gender). These 10 allegations represent a small portion (.00004%) of OSP's annual 250,000+ calls for service, routine contacts, and crashes in addition to the numerous other public facing interactions where complaints could be derived.

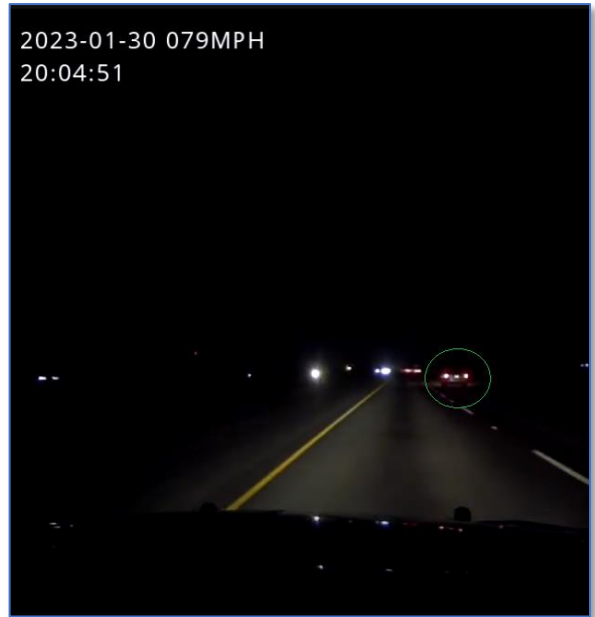
The ten complaints in 2022 were all investigated and resolved as unsubstantiated with no evidence to support the initial allegations of bias, discrimination, or unprofessional conduct.

In 2023 The Office of Professional Standards completed eleven investigations related to alleged discrimination or perceived bias treatment based on protected classes. All incidents in 2023 included allegations regarding race. These eleven complaints represent 0.000044% of OSP's annual calls for service, routine contacts, and crash responses.

The eleven complaints in 2023 were all investigated and resolved as unsubstantiated without evidence to support the initial allegations.

## AN EXAMPLE OF COLLABORATIVE INVESTIGATIONS

In February of 2023, OSP was made aware of public declarations of racial profiling made by an official who was contacted by OSP Troopers multiple times in one week. In a collaborative investigative process, which included the Office of Professional Standards, The Diversity, Equity, and Inclusion Manager, The Public Information Officer and Legislative Liaison, and the Superintendent of the Oregon State Police, a full review of both traffic stops was conducted. Per the DEI Managers request, in-car video prior to the stop was requested and reviewed for evidence of racial profiling, bias, or discrimination during the initiation of the traffic stop. A review of the [in car video made public](#) per media request depicts the OSP Trooper approaching the vehicle in a manner where the driving behavior could be observed. A still image from the video depicted to the right shows



common conditions (factors of speed, distance, location, window tint, and time of evening) where the race of a driver is impossible to see. The video continues and the Trooper communicates observed behavior was the (lawful) reason for initiating the stop during the footage of the [body worn camera made public](#) which portrays a routine, civil, professional, and respectful communication by both parties throughout the entire stop.

Similarly, the [second incident](#) was reviewed collaboratively and depicts a stop initiated lawfully, without evidence of bias or prejudice, and professional communication between both parties throughout the interaction.

The utilization of technology to include in car and body worn cameras can easily substantiate or disprove allegations of unprofessional, bias, or discriminatory comments or actions by our OSP Troopers during traffic stops, crashes, or other routine enforcement contacts.

We are committed to reviewing complaint data to help inform training and professional development. Our training has included a focus on meeting the public where they are, including being responsive to all complaints, handling them seriously, investigating them thoroughly, with compassion and being culturally responsive and trauma informed. We recognize that some people's lived experience with law enforcement has not been positive, and we hope contact with an OSP Trooper provides exposure that counters stereotypes and any interrupts potential anti-law enforcement bias given our Troopers high degree of professionalism and training.

## ADVANCING CONTRACT EQUITY PROCUREMENT PROCESSES

OSP is aligned with State Government strategies to improve equitable contracting and purchasing practices to promote economic development for minority-owned, women-owned, service-disabled veteran-owned, and emerging small businesses.

OSP Procurement & Contracts follows all requirements to ORS/OAR/Policy and Executive Order 18 03 - Promoting Diversity and Inclusion Opportunities for Oregon Minority-Owned, Women-Owned, Service-Disabled Veteran Owned, and Emerging Small Businesses. This includes having information and resources available on the OSP Website for [“How to do business with OSP”](#) and being intentionally inclusive of COBID vendors when we solicit. Additionally, OSP’s Procurement team participates in procurement community events such as Salem Capital Connections and DAS trade/conventions.

## CURRENT 2023-2025 CONTRACTS WITH MINORITY-OWNED, WOMEN-OWNED, SERVICE-DISABLED, VETERAN-OWNED BUSINESSES (ORS 659A.015)

- Zodiac of North America
- Chough, Inc (DBA Extreme Products)
- Garten Services (3)
- Hermanson Company
- Local Plumbing
- Portland Rehabilitation Center (Relay Resources)
- Pacific Office (37)
- 911 Circuits
- Kunert Electric

## Workforce Demographic Data and Analysis

The Equal Employment Opportunity Commission (EEOC) requires that State and Local Government with 100 or more employees report demographic workforce data tables. Data includes:

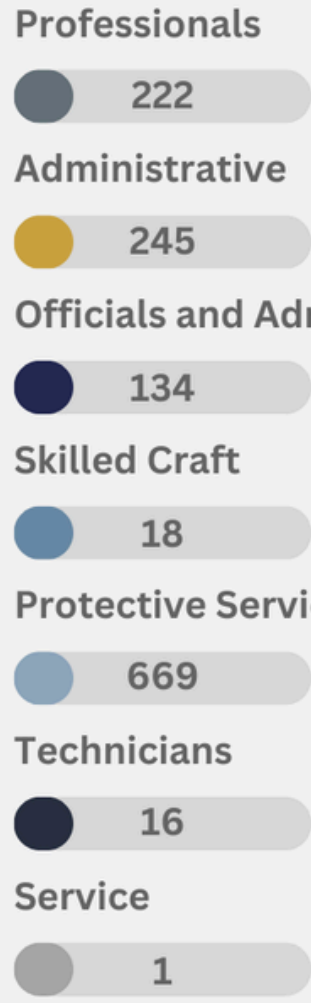
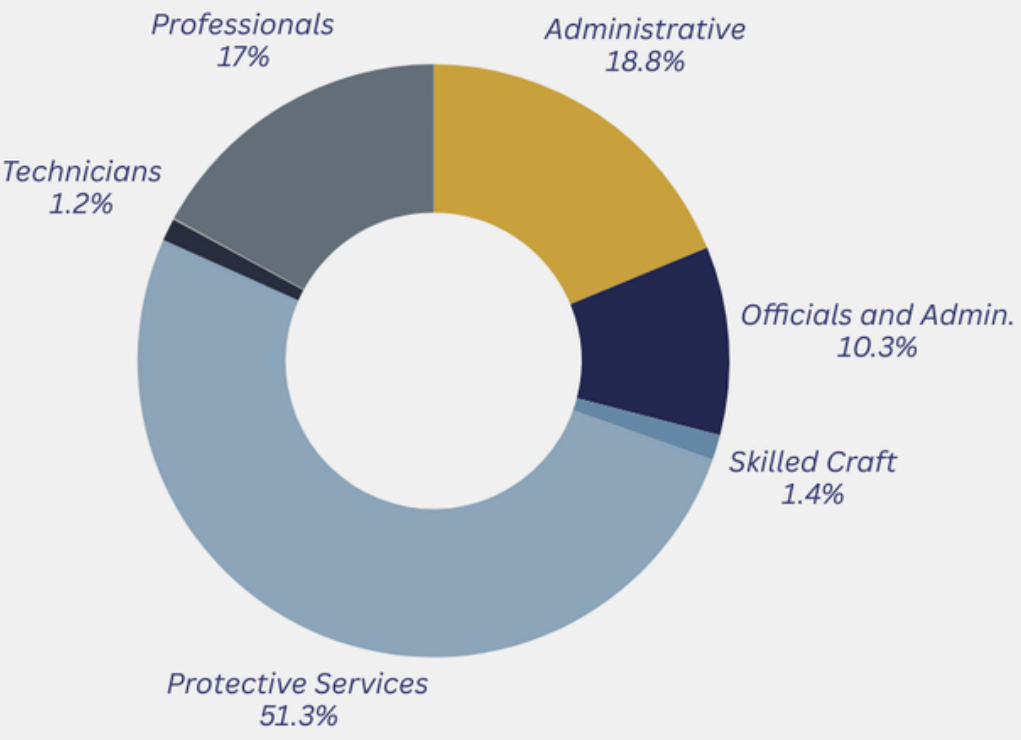
1. As of June 30, 2023, and June 30, 2024, for the following
  - a. Employees by race/ethnicity:
    - i. Supervisors and non-supervisors
    - ii. Job category, age (generation), gender, reported disability status, and reported veterans’ status. Agencies may provide information on additional characteristics if the information is typically reported by the agency.
2. During July 1, 2022, to June 30, 2023; and July 1, 2023, to June 30, 2024
  - a. Promotions by race/ethnicity:
    - i. Supervisors and non-supervisors by race/ethnicity and gender
  - b. New Hires by race/ethnicity:
    - i. Employees hired into permanent full-time positions by job category, age (generation), gender, reported disability status, and reported veterans’ status.

OSP data is accessible using the QR code below and depicted on the following pages, pg. 22-27.



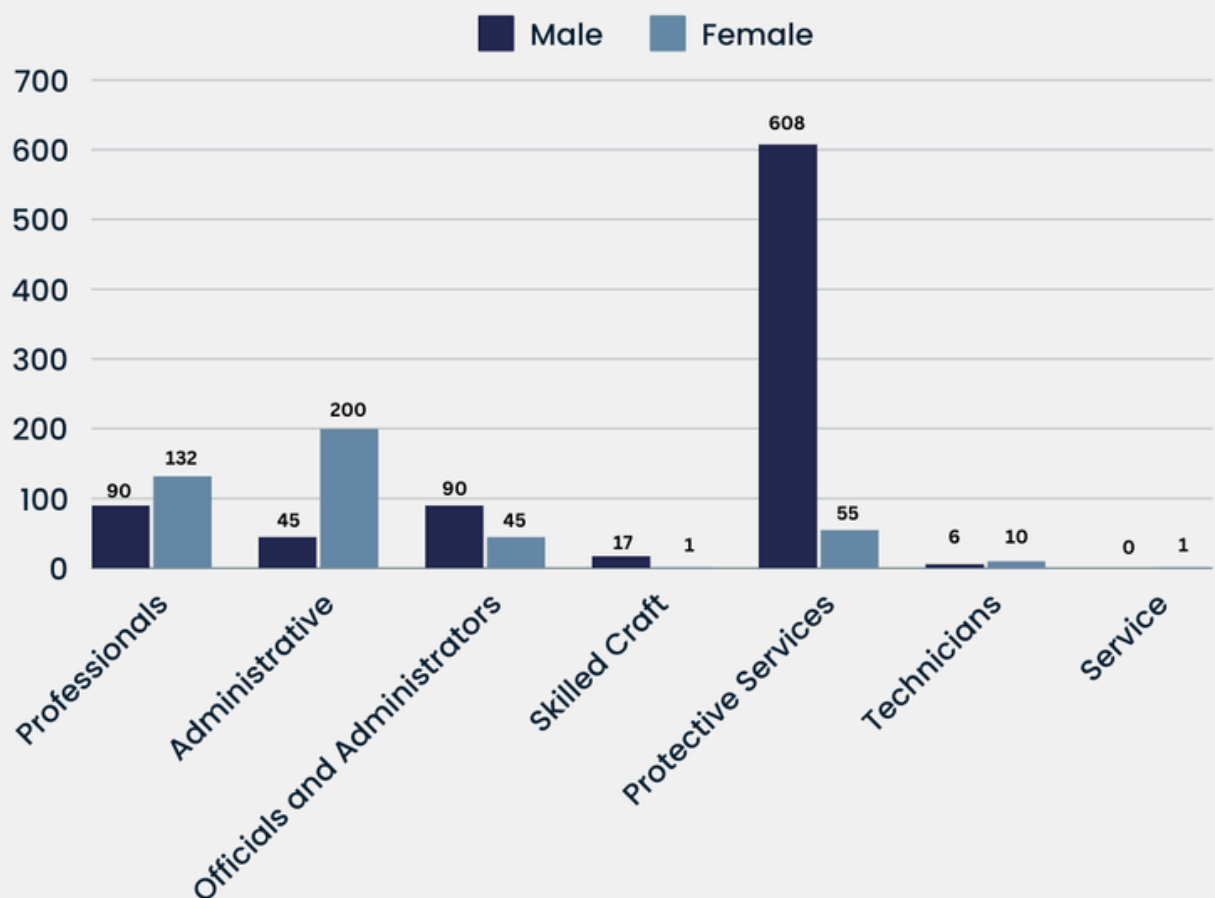
# OREGON STATE POLICE WORKFORCE

By Job Category



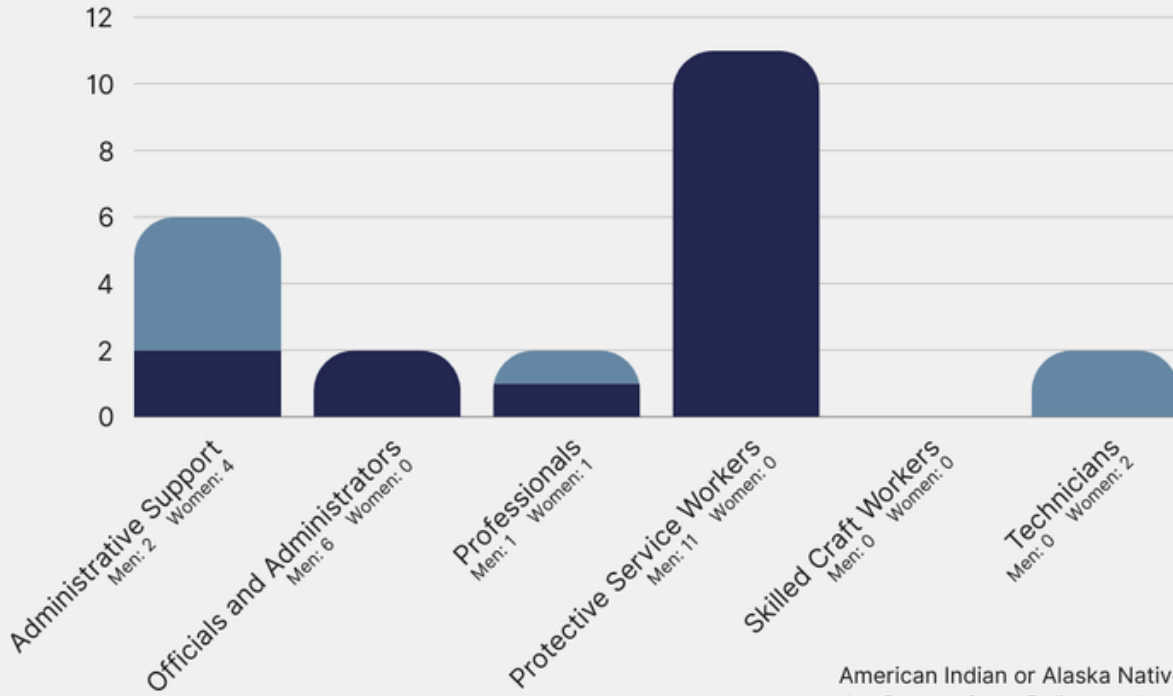
## JOB CATEGORY BY GENDER

(Binary Options)



# AMERICAN INDIAN OR ALASKA NATIVE

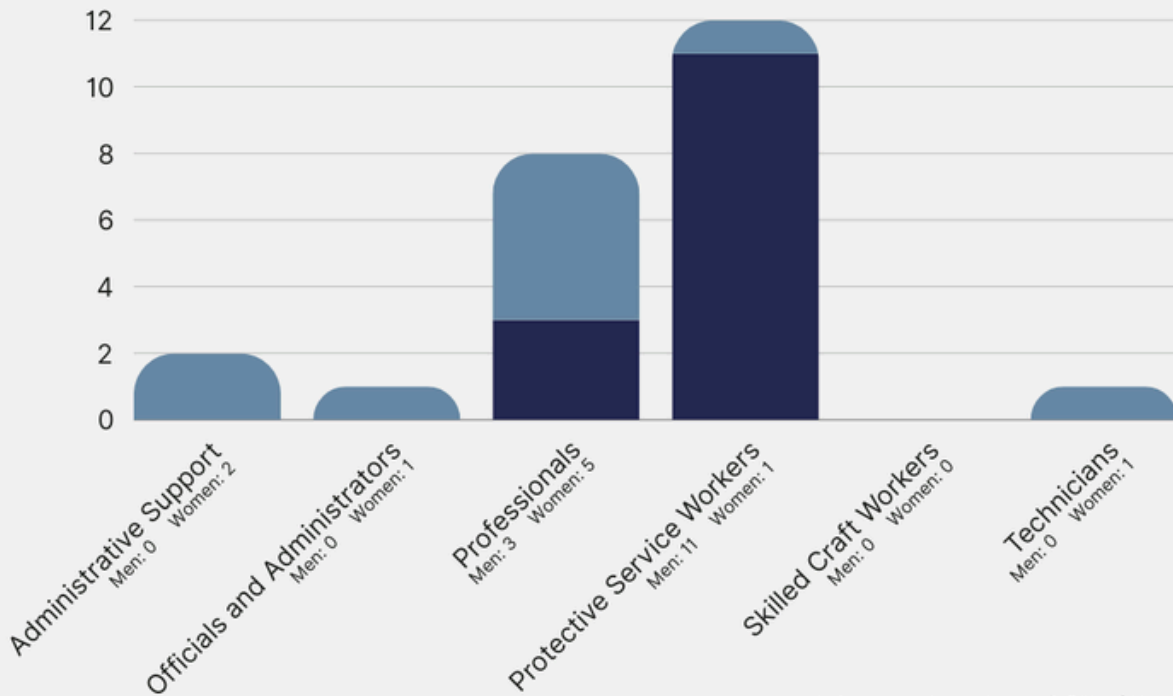
● Male  
● Female  
(Binary Options)



American Indian or Alaska Native people make up 1.8% of the Oregon State Police total workforce with a total of 25 employees.

# ASIAN

● Male  
● Female  
(Binary Options)



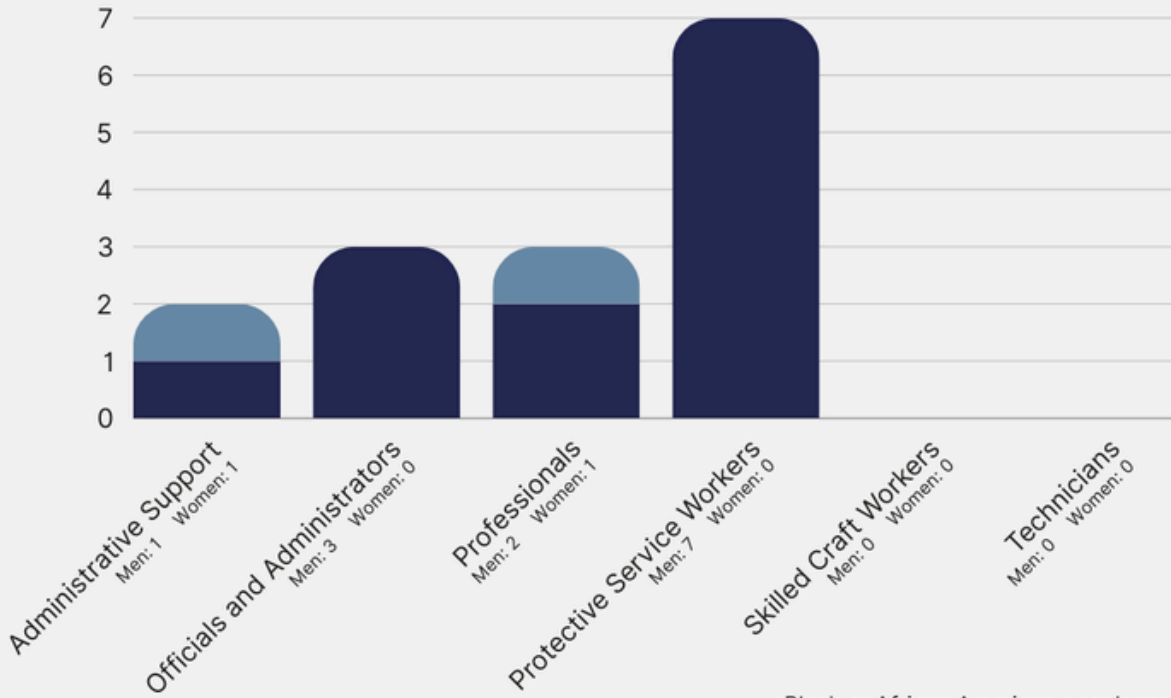
Asian people make up 1.9% of the Oregon State Police total workforce with a total of 27 employees.



# BLACK OR AFRICAN AMERICAN

● Male  
● Female

(Binary Options)

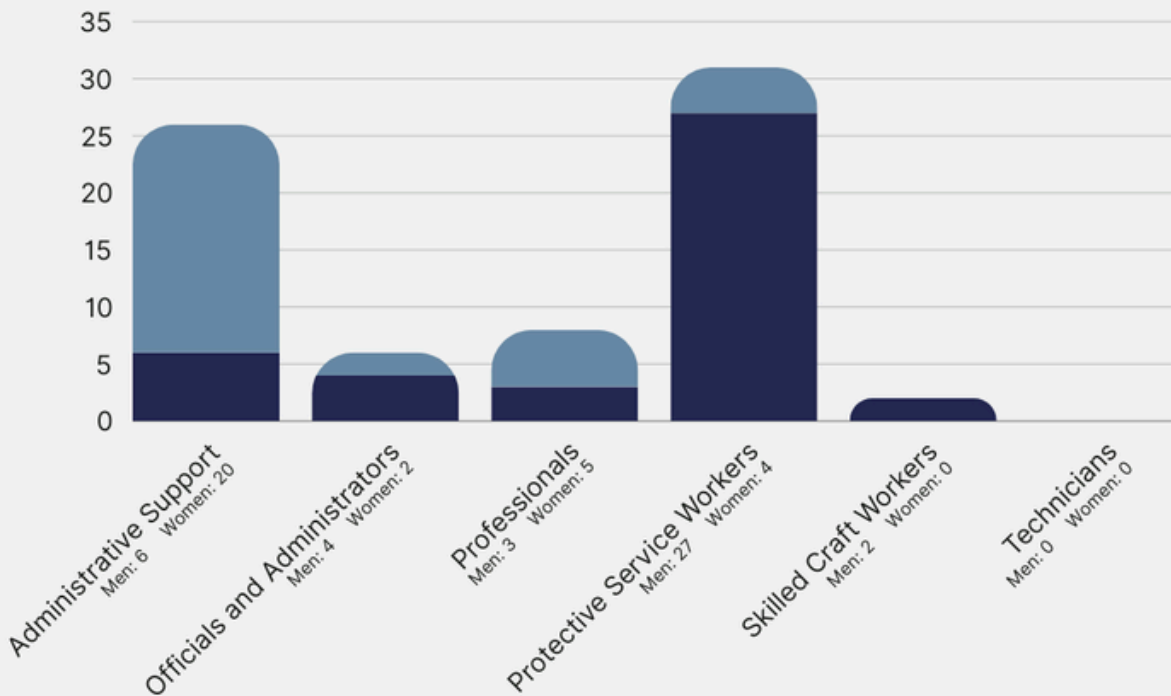


Black or African American people make up 1.2% of the Oregon State Police total workforce with a total of 17 employees.

# HISPANIC OR LATINO

● Male  
● Female

(Binary Options)

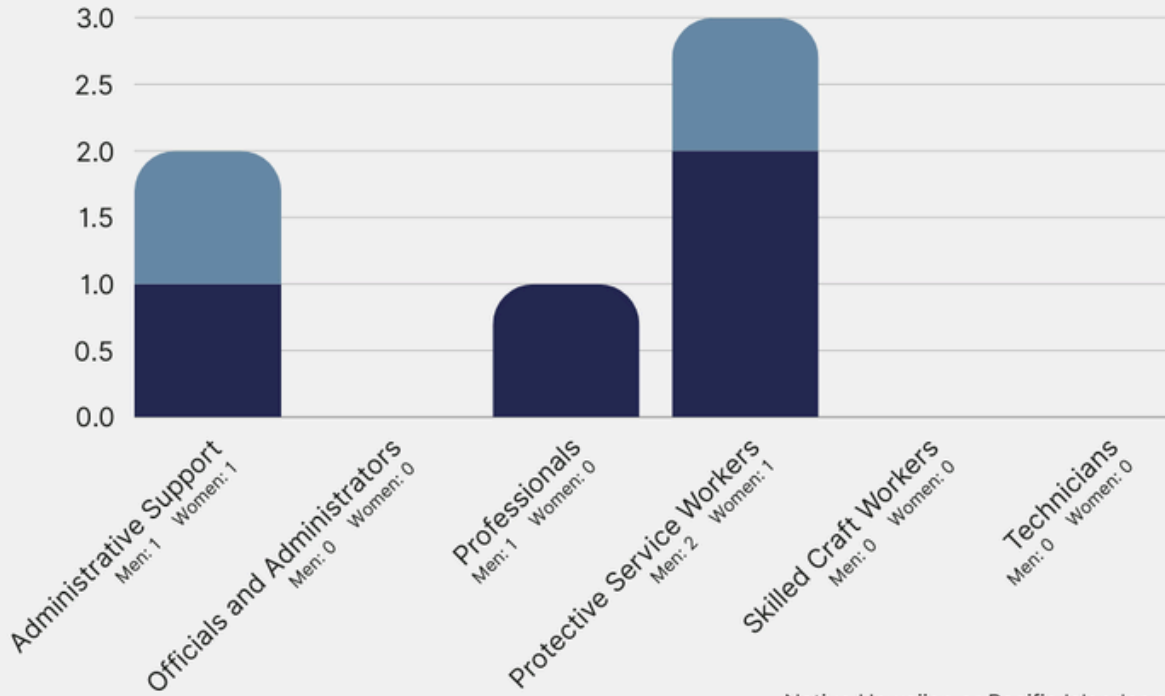


Hispanic or Latino people make up 5.5% of the Oregon State Police total workforce with a total of 78 employees.

# NATIVE HAWAIIAN OR PACIFIC ISLANDER

● Male  
● Female

(Binary Options)

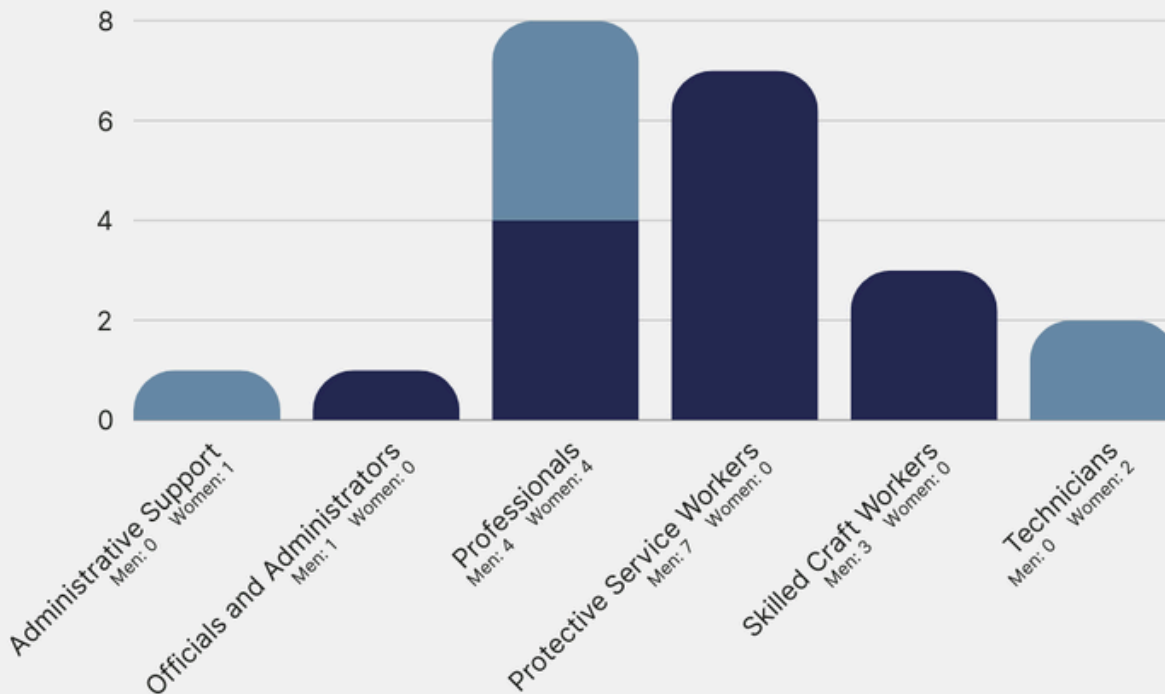


Native Hawaiian or Pacific Islander people make up .4% of the Oregon State Police total workforce with a total of 6 employees.

# TWO OR MORE RACES

● Male  
● Female

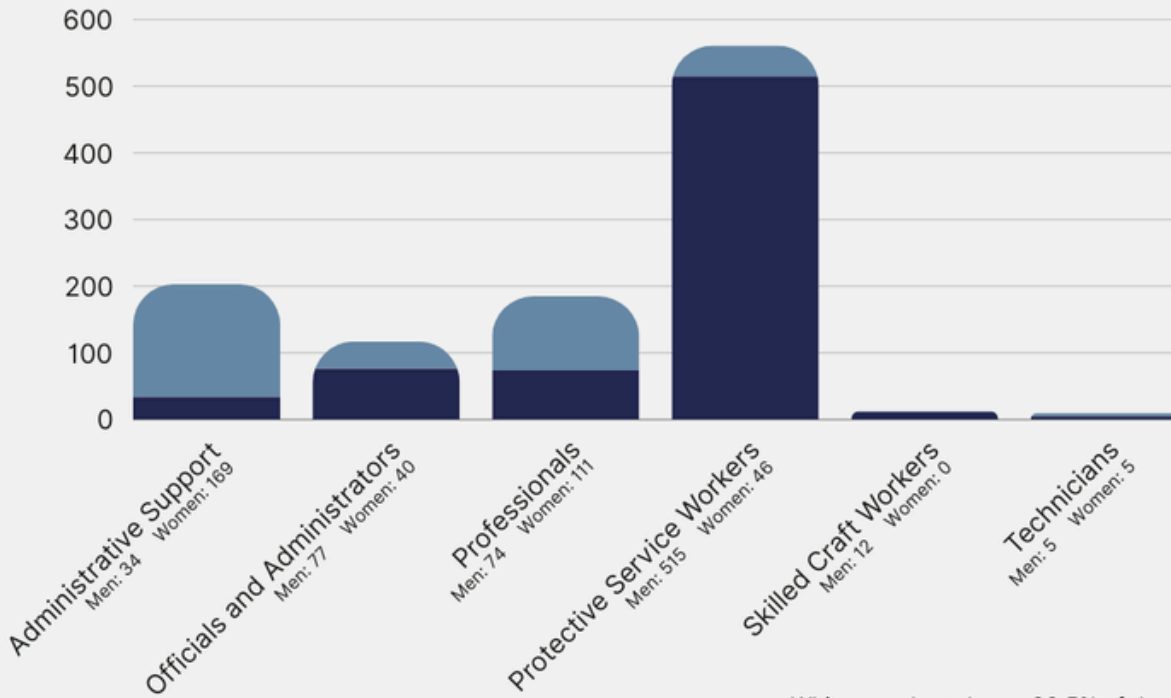
(Binary Options)



People of two or more races make up 1.9% of the Oregon State Police total workforce with a total of 27 employees.

# WHITE

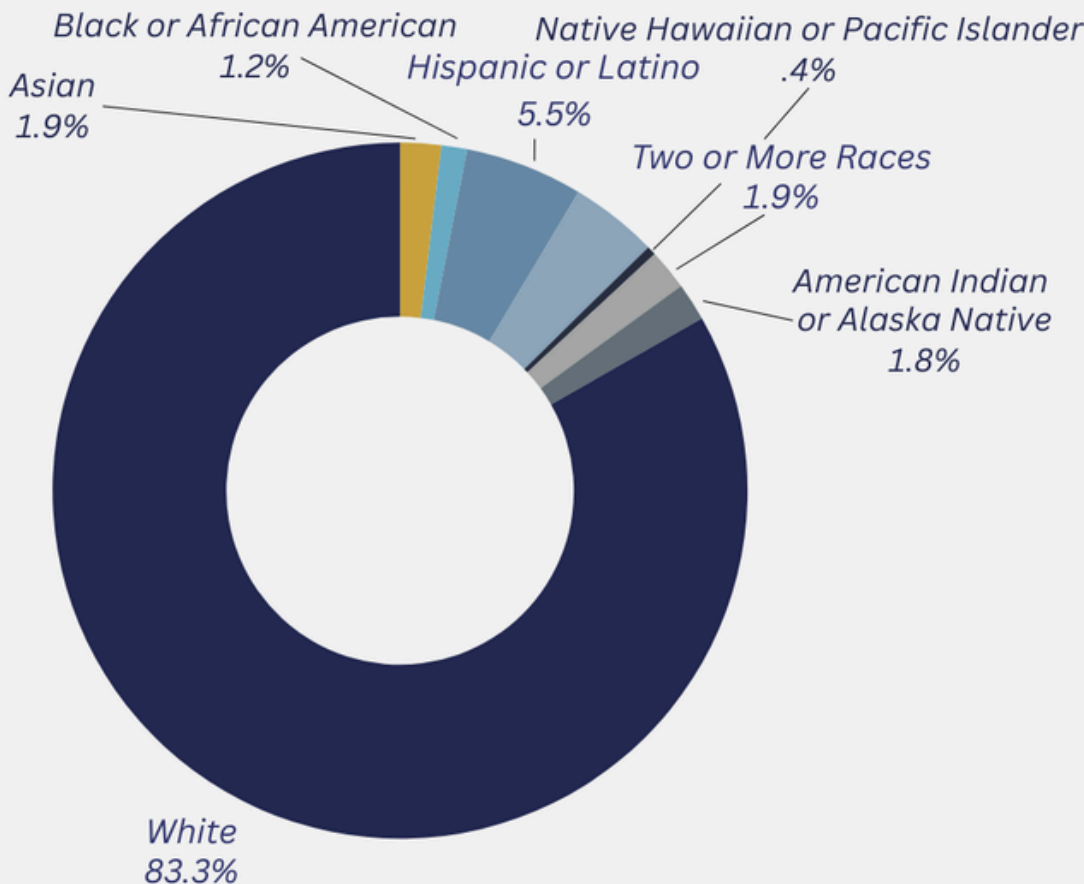
● Male  
● Female  
(Binary Options)



White people make up 83.5% of the Oregon State Police total workforce with a total of 1183 employees.

## OREGON STATE POLICE WORKFORCE

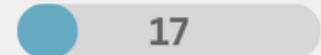
Demographics



### Asian



### Black or African American



### Hispanic or Latino



### I Do Not Wish To Answer



### Native Hawaiian or Pacific Islander



### Two or More Races



### American Indian or Alaska Native



### White



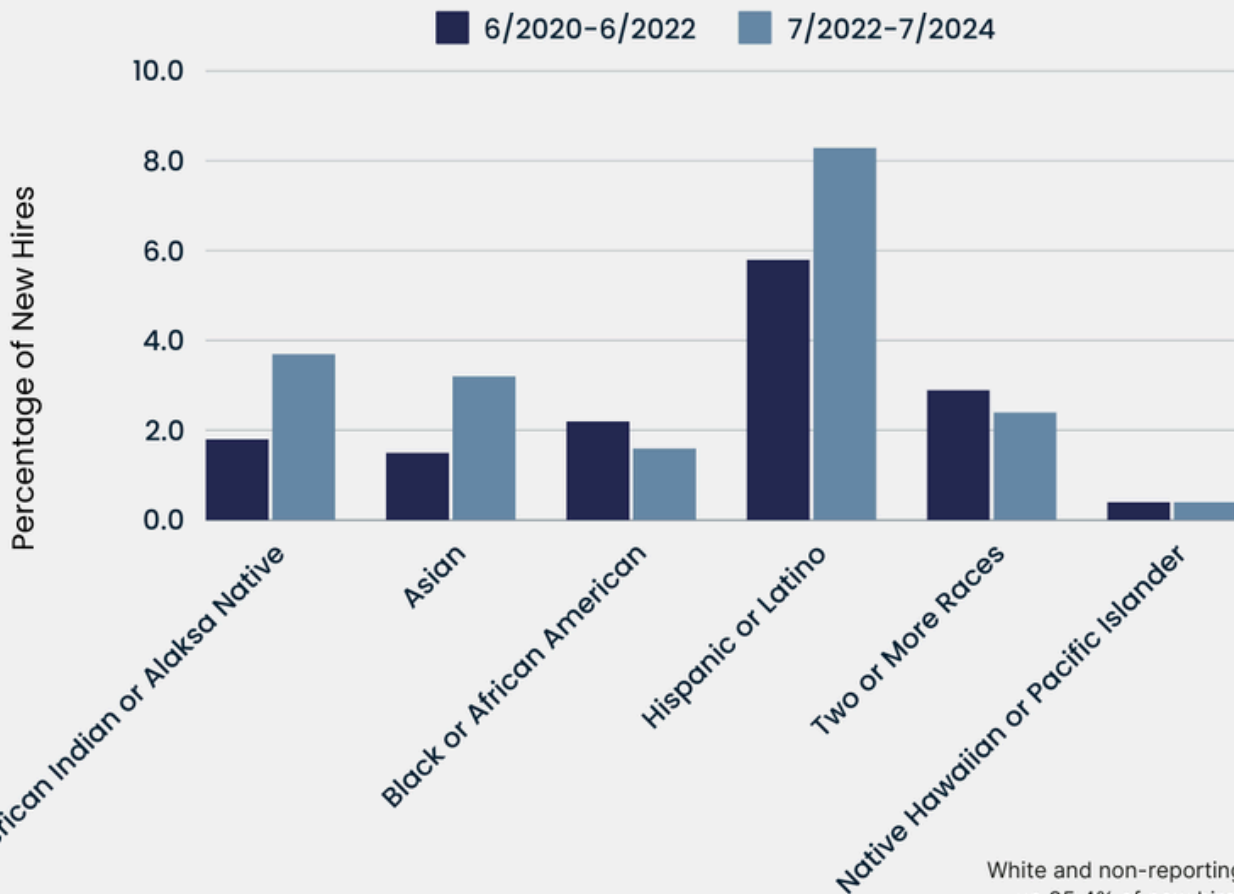
# NEW HIRE DEMOGRAPHICS

## 6/2020-6/2022

## 7/2022-7/2024

Race/Ethnicity	Total	Percent of Total
American Indian or Alaska Native	5	1.8%
Asian	4	1.5%
Black or African American	6	2.2%
Hispanic or Latino	16	5.8%
Native Hawaiian or Pacific Islander	1	.4%
Two or More Races	8	2.9%
White	219	79.9%
<b>Total</b>	<b>274</b>	<b>100%</b>

Race/Ethnicity	Total	Percent of Total
American Indian or Alaska Native	14	3.7%
Asian	12	3.2%
Black or African American	6	1.6%
Hispanic or Latino	31	8.3%
Native Hawaiian or Pacific Islander	1	.7%
Two or More Races	9	2.4%
White	285	76.6%
<b>Total</b>	<b>372</b>	<b>100%</b>



White and non-reporting employees made up 85.4% of new hires from 2020-2022 and 80.3% from 2022-2024.

## APPENDIX

### Oregon Revised Statutes (ORS)

ORS 182.100	The requirement for all appointive authorities for state boards, commissions, and advisory bodies shall implement this policy of affirmative action in their appointments, subject to the legal requirements for each appointment.
ORS 243.305	The policy defines affirmative action as fair and equal employment opportunities and advancement.
ORS 243.315	Directs and monitors affirmative action programs in all state agencies to implement the public policy.
ORS 659A	This statute prohibits unlawful discrimination in employment, public accommodations, and real property transactions; administrative and civil enforcement.
ORS 659A.012	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.
ORS 659A.015	Requires affirmative action reports to include information on awards of construction, service, and personal service contracts awarded to minority businesses.
Oregon Executive Order No. 16-09	Promotes diversity and inclusion opportunities for Oregon minority-owned, women-owned, service-disabled veteran-owned, and emerging small businesses.
Oregon Executive Order	Affirms commitment to promote diversity, equity, and inclusion in the workplace and eliminate past and present discrimination, intended, or unintended.
Section 503 of the Rehabilitation Act of 1973	Prohibits federal contractors and subcontractors from discriminating in employment against individuals with disabilities and requires employers to take affirmative action to recruit, hire, promote, and retain these individuals.
Title VII of the 1964 Civil Rights Act	This federal law outlaw's discrimination based on race, color, religion, sex, or national origin. It prohibits unequal application of voter registration requirements and racial segregation in schools, employment, and public accommodations.

## STATE EMPLOYMENT LAW DOCUMENTS AND RESOURCES

<a href="#">ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)</a>
<a href="#">Discrimination and Harassment Free Workplace - (Statewide Policy No. 50.010.01)</a>
<a href="#">Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)</a>
<a href="#">Veterans Preference in Employment (40-055-03)</a>
<a href="#">Equal Opportunity and Affirmative Action Rule (105-040-0001)</a>
<a href="#">Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion</a>
OSP Concern or Compliment form ( <a href="#">click here</a> )
Statistical Transparency of Policing ( <a href="#">STOP data</a> )

## RELEVANT FEDERAL EMPLOYMENT LAW

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