



Oregon

Tina Kotek, Governor

Department of Forestry
State Forester's Office
2600 State St
Salem, OR 97310-0340
503-945-7200
www.oregon.gov/ODF

Delivered by email.

Juliet Valdez
Statewide Affirmative Action Manager
Department of Administrative Services
Office of Cultural Change
971.375.8408
juliet.o.valdez@das.oregon.gov

Dear Juliet Valdez:

I am pleased to provide you with a copy of the Oregon Department of Forestry's (ODF) Affirmative Action Plan 2025-2027 including progress reported for the 2023–2025 biennium. The Agency will continue with our initiatives as an agency and as a service provider for the state government.

If you have any questions, please contact me at 503-689-6884, or Amy Pena at 971-382-2385.

Sincerely,

Cal T Mukumoto
State Forester



State of Oregon Department of Forestry

Cal T Mukumoto, State Forester
2600 State Street NE
Salem, OR 97310
503-689-6884

Affirmative Action Plan Update 2025-2027
Updated progress reported including 2023-2025

*"The Oregon Department of Forestry is an Equal Opportunity, Affirmative Action Employer,
committed to workforce diversity."*

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Agency Overview

In 1911, the Oregon Legislature established the Board of Forestry and the Oregon Department of Forestry (ODF). The Board of Forestry is appointed by the Governor. It meets at least quarterly and is composed of seven members. The state forester is appointed by the Board of Forestry and serves as secretary to the board. Functions of the department are under the direction of the state forester, deputy state forester, and the agency's Executive Team. The major program activities of ODF include:

Protection from Fire

The goal of the department's largest division, Fire Protection, is to employ environmentally sound and economically efficient strategies to minimize the total loss/costs of protecting Oregon's timber and other forest values from wildfire.

Forest Resource Division

Through technical assistance, financial incentives, education, regulation and other tools, this division helps forest landowners manage forestlands to meet their objectives.

Program responsibilities include implementation of the Oregon Forest Practices Act, which prescribes timber harvest techniques that are consistent with conservation and environmental protection.

State Forests Management

The State Forests division manages 745,000 acres of state-owned forestland in Oregon. The forests are managed to produce a broad range of benefits. These include timber harvest, revenue to local governments and schools, protection of wildlife habitat and other environmental values, and opportunities for recreation and learning.

Agency Administration

Agency Administration houses agency-wide administrative functions including agency leadership, interagency coordination, forest resource analysis and policy development, land use planning coordination, information systems support, accounting, budgeting, purchasing coordination, property management coordination, facilities, motor pool, radio communications, human resources, safety and training support, public affairs coordination support, quality assurance and staff support for the Board of Forestry.

The Oregon Department of Forestry employs approximately 1,150 permanent and seasonal employees in over 30 locations throughout the state. Headquartered in Salem, the Agency's 15-acre campus serves as the administrative headquarters for the department's Administrative Services Branch, Fire Protection, Forest Resource Division and State Forests Divisions. The field function is divided into three areas, each of which includes from four to twelve districts and protection associations. The districts are responsible for administering all the department programs, while the associations are under contract to provide protection from fire only.

Introduction

The Oregon Department of Forestry (ODF) developed this plan to help bring about equal employment opportunities for all persons. The plan commits the agency to do more than practice nondiscrimination in employment. It includes a set of goals, policies and actions intended to ensure that women, persons of color, persons with disabilities and all individual's sexual orientation and gender identities are equitably represented in ODF's workforce, by having a workforce which is reflective of the diversity of our community. Additionally, it practices inclusion by having equitable representation in the managerial levels.

The Oregon Department of Forestry is a unique organization within state government. Many of ODF's employees serve as part of the agency "militia" in response to wildfire and other emergency incidents. In the emergency response role, it is possible for an employee to serve in a role reversal as a supervisor to their day-to-day supervisor or another ODF manager due to their Incident Qualification System qualification and emergency response role. The emergency response role ODF serves builds comradery for our employees as all ODF employee are expected to support the department's emergency work and all positions may be directly aiding or supporting in the emergency effort.

Many of ODF's employees are eligible for Public Employee Retirement System (PERS) Police and Fire benefits 6 months per year due to their fire qualifications or their positions which provide direct support to wildland firefighting. While other employees are eligible for PERS Police and Fire benefits 12 months per year based on their position. ODF is also unique in the fact that the department doubles in size each year with the hiring of our seasonal wildland fire fighters.

Over the last four years, the agency had a unique challenge of attempting to recover from the historic 2020 Labor Day fires while still in the COVID-19 pandemic and preparing for and responding to increased fire activity across the state. Many staff suffered personal loss in both the Labor Day fires in 2020 and over the last three years of the COVID-19 pandemic. Throughout these challenges, our employees have continued to show dedication and resiliency on the job.

This Plan covers the period from July 1, 2023, through June 30, 2025. The principal objectives of the Affirmative Action Plan include:

- Reaffirming the agency's commitment to the state's policy on Equal Employment Opportunity (nondiscrimination) and the principles of Affirmative Action.
- Indicating how the plan and the policy will be disseminated both within the organization and externally.
- Assigning various levels of responsibilities to direct, manage and carry out the agency's Affirmative Action efforts.
- Establishing flexible long-range Affirmative Action goals to correct the underrepresentation of women, persons of color, persons with disabilities and the LBGT+ community in the agency's workforce and management.
- Taking Affirmative Action measures to overcome barriers were shown to exist.

- Identifying ongoing programs and procedures intended to ensure equal employment opportunity and to maintain a work environment free of discrimination and harassment.
- Communicating the Agency’s policy of providing reasonable accommodation for qualified people with disabilities.
- Monitoring and regularly reporting to management on the implementation of Affirmative Action and progress being achieved regarding employment goals.
- Demonstrating “good faith” efforts of the agency.

Equal Opportunity

Defined as the availability of employment and advancement to all persons on the basis of merit, ability and potential. It is a concept that addresses equal opportunity for all persons in the employment process.

Affirmative Action

Defined as a method of eliminating the effects of past and present under- representation, intended or unintended, that are evident by analysis of present employment patterns, practices or policies.

Program areas shall develop more detailed implementation strategies to address issues specific to their organizational units. These strategies are made part of this plan by reference.

ODF’s plan intends to create a work environment that attracts and retains employees who represent the broadest possible spectrum of society, which includes (but is not restricted to) women, persons of color, persons with disabilities, and the LGBT+ community.

ODF will not tolerate discrimination or harassment on the basis of race, color, gender or gender expression, marital status, sexual orientation, religion, national origin, age, mental or physical disability, or any reason prohibited by state or federal statute, nor shall any contractor/vendor for ODF discriminate or harass in any manner.

ODF and the Governor of the State of Oregon are dedicated to the belief that the State has a commitment to the right of all persons to work and advance on the basis of merit, ability and potential. In so doing, the Governor has delegated authority to oversee the implementation of Oregon’s Affirmative Action Program to the Affirmative Action manager. The Governor also charges and holds accountable state agency directors and administrators with the responsibility of ensuring that principles of Affirmative Action are met.

Copies of the ODF Affirmative Action Plan may be obtained by contacting the ODF DEI Strategy Officer at (971-382-2385) or accessing it via the public website or internal intranet page.

Oregon Department of Forestry's Mission, Vision, and Values

Vision

Complex and resilient forest ecosystems that endure and adapt.

Mission

To protect and promote resilient forests that benefit all Oregonians.

Values

Ecosystem Benefits: Healthy, functioning ecosystems provide reciprocal benefits to people and the forest, including jobs, food, clean air and water, recreation, habitat, regional biodiversity, carbon storage, and so much more.

Ecosystem Supports: People's actions are critical important to the continued resilience and adaptive capacity of forest ecosystems, including habitat protection, wildfire management, seedling selection, cultural and natural resources stewardship, restoration activities, and water and soil protection.

Forestry Infrastructure: The forest products sector-including its workforce and infrastructure-plays a vital role in supporting healthy ecosystems and resilient forests and communities.

Climate-Smart Forestry: Addressing the management needs related to climate change requires a holistic approach that considers adaptation, mitigation and the social dimension of forestry, which includes community and economic aspects.

Relationships: Strong, respectful relationships are the backbone of our work. Those relationships are built and maintained through transparent, honest, effective communication.

Workforce: At ODF, our workforce is our greatest asset. We provide them with a safe, diverse and inclusive workplace that encourages continuous learning and improvement.

Safety: The safety of ODF's workforce and the public is always a top priority.

Public Service: Through efficient and effective stewardship of natural and public resources, we strive for excellence in our service to the public.

Sound Decision Making: ODF empowers its workforce to make decisions in the best interest of Oregonians based on science, best practices and lessons learned.

Accountability: We are transparent about our actions and take ownership of the outcomes. We do what we say we're going to do.

Agency Employees

Agency Director

Cal Mukumoto, State Forester
Oregon Department of Forestry
2600 State Street, Salem, OR 97310
(503) 945-7200

Governor's Policy Director

Geoffrey Huntington, Senior Natural Resources Advisor
Governors Natural Resource Office
250 Winter St NE, Salem, Oregon 97301
(971) 707-8261

Karin Power, Natural Resource and Climate Policy Advisor
Governors Natural Resource Office
250 Winter St NE, Salem, Oregon 97301

Chandra Ferrari, Natural Resource Advisor
Governors Natural Resource Office
250 Winter St NE, Salem, Oregon 97301

Andrea Hanson, Federal Funding Initiative Coordinator
Governors Natural Resource Office
250 Winter St NE, Salem, Oregon 97301

Agency Affirmative Action Representative

Amy Pena, Diversity, Equity, and Inclusion Strategy Officer
Oregon Department of Forestry
2600 State St, Salem, OR 97310
(971) 382-2385

Agency Equity Leader

Amy Pena, Diversity, Equity, and Inclusion Strategy Officer
Oregon Department of Forestry
2600 State St, Salem, OR 97310
(971) 382-2385

Agency Lead for COBID Contracting and Procurement

Shannon Rand, Procurement Director
Oregon Department of Forestry
2600 State St, Salem, OR 97310
(503) 945-7383

See [Appendix A](#) for full ODF organizational charts.

Affirmative Action Policies

Affirmative Action Policy Statement/Diversity & Inclusion Statement

General Affirmative Action Policy Statement

It is the policy of the Oregon Department of Forestry to provide an equal opportunity for employment and advancement regardless of race, color, national origin, gender, age, religion, marital status, sexual orientation, physical or mental disability, military status, or any additional protected classes.

To achieve this diversity and inclusion, the department will carry out an Affirmative Action program that provides procedures for the consideration of protected class candidates in all aspects of human resource management.

The department recognizes the historical and present-day inequities and discrimination, which have impacted all levels of policy and hiring/retention. ODF is committed to strive to eliminate the effects of past and present discrimination, even if unintended, which are evident by analysis of present employment patterns and practices.

Recruitment and Selection

It is the policy of the department that all vacancies will be recruited on an open competitive basis. Any departure from this procedure must be approved by the state forester or the Agency's Appointing Authority. During periods of department downsizing and restructuring or when ODF specific knowledge and experience is required, methods other than open competitive recruitment may be approved in accordance with the Collective Bargaining Agreement (CBA) or Department of Administrative Services (DAS) policy. Recruiting periods will be of sufficient length to adequately allow for proper distribution and response to every recruiting announcement.

Interview and other employee selection panels will be created and utilized to reflect the diversity of the department's workforce and the diverse community ODF serves. See [Appendix B](#).

Interview panels are selected by the hiring manager, with a focus on representing the diversity of the department. In January 2024, ODF adopted the Department of Administrative Services (DAS) interview panel training. The training has to be completed prior to sitting on a panel and updated annually in order to participate on an interview panel. This training focuses on both behavioral expectations of interviewers and also legal requirements, such as protected classes and DEI concepts of unconscious bias. It is available on Workday, in the Learning portal.

PLEASE POST ON EMPLOYEE BULLETIN BOARDS

Employee and Stakeholder Protection

It is the policy of the Department that it will not tolerate the harassment of or discrimination against anyone employed by or associated with the Oregon Department of Forestry. All employees play a vital role in ensuring a discrimination-free workplace. In addition, management and executive service employees at all levels of the organization are responsible for creating and maintaining a professional work environment that is free from discrimination or harassment of any kind. Employees who feel they have been harassed or discriminated against are encouraged to bring such behavior to the attention of department management, Human Resources, or designated individuals. Additionally, if the employee is represented by a union, they are encouraged to reach out to their union representative.

No employee of ODF nor any entity contracting with it may coerce, intimidate, threaten, or interfere with any individual who has opposed any act or practice prohibited by the Americans with Disabilities Act (ADA), participated in any investigation, or aided or encouraged others to assert rights granted under the ADA.

Communication

ODF shall maintain a copy of the Affirmative Action Plan on both the ODF internal website for all employees to access and ODF's public website for the public, employees, volunteers and contractors to access. All agency managers will receive a copy of the Affirmative Action Plan. Managers shall participate and encourage others to participate in ODF's activities designed to promote Affirmative Action. As part of their quarterly check-ins, each manager or supervisor shall be evaluated on their effectiveness in promoting the Affirmative Action goals and objectives for ODF.

Responsibilities

All employees have a responsibility to implement and adhere to this plan within the context of the department's Working Guidelines. All managers have a responsibility to manage their respective divisions, programs, functions and workforce in accordance with the principles, policies and procedures of this plan, and will be held accountable for their performance.

To help ensure organizational success, the department's Executive Team will make necessary decisions, will monitor the accomplishment of this plan on an ongoing basis and will make plan adjustments as necessary.

Agency Diversity, Equity and Inclusion Statement (DEI)

The Oregon Department of Forestry is committed to diversity, equity and inclusion and strives to achieve and maintain a diverse, well-trained work force. The department seeks to create an all-inclusive work environment in which all employees assist in achieving DEI and affirmative action goals, all are encouraged to meet their full potential, and all consider Forestry as their “employer of choice.” In addition, the department follows foundational principles called Working Guidelines - statements of behavior that provide for improved information flow and that foster an effective, respectful and trusting work environment.

The department is committed to pursuing broad applicant pools when filling positions. ODF fully uses technology to reach a broad range of applicants, but also posts job vacancies in venues such as community bulletin boards and job boards for Diversity Organizations to ensure the greatest diversity of applicants.

Agency leadership looks toward the future with a full understanding that succession management, inclusion, human potential, and workforce sustainability are keys to our success.

Term

This Affirmative Action Plan is in effect from July 1, 2023, to June 30, 2025.

Questions

If you have questions or concerns, please contact Amy Pena, Diversity, Equity, and Inclusion Strategy Officer at (971) 382-2385 for assistance.

Cal Mukumoto
State Forester

Policy (Equal Employment Opportunity, Affirmative Action, and Diversity Directive)

Agency AA Policy/DI Statements/State and Federal Employment Law Documents

The Oregon Department of Forestry is an Equal Employment Opportunity (EEO) employer. The department follows the DAS Discrimination and Harassment Free Workplace Policy 50.010.01 and the DAS Maintaining a Professional Workplace Policy 50.010.03. ODF follows the DAS policy Equal Opportunity and Affirmative Action rule 105.040.001. In 2012 ODF established an EEO/AA Directive 0-3-4-300 that provides direction of ODF's commitment to the principals of EEO/AA and Diversity.

In 2020, a complaint process was developed to align with the DAS policy and Collective Bargaining agreement and is posted on the agency's internal website for employees to access.

For additional information on policy, see [Appendix E](#).

Dissemination

The Oregon Department of Forestry shall put itself on public record as an Equal Employment Opportunity /Affirmative Action (EEO/AA) employer and EEO/AA statements will be included on each job announcement. The department will disseminate the agency's Affirmative Action Plan and relevant policies, directives, statements and procedures through multiple outlets, all designed to increase the Plan's accessibility to all employees and partners. Meetings will be conducted with executive, managerial, and supervisory employees to explain the intent of the policy and individual responsibility for effective communication and implementation.

Location

The Oregon Department of Forestry's Affirmative Action Plan will be published on the department's internal and external web sites.

Accessibility

Copies of the Affirmative Action Plan may be obtained by contacting ODF Human Resources at (503) 945-7285, or by visiting the department's web site and selecting the "Reports" section at: www.oregon.gov/ODF/Pages/Reports.aspx. Accommodation like larger font are available upon request.

Complaint Options

Complaint options provide valuable information to identify potential personnel and policy problems that can then be corrected before issues become more serious. Having an established process for employees to bring forward issue important to them further enables our workforce to have an impact in how the company culture is managed and shaped over time. HR Business Partners use an internal tracking system to record and address all incoming complaint. This helps ensure that the HR Department can address in an equitable process Accordingly, ODF maintains an internal complaint process based on the DAS policies, which is posted on ODF's internal website for employees to access here [Complaint Process](#)

Employment

The employment of a diverse workforce is important in achieving the department's mission and objectives. To achieve a more diverse workforce, the department achieves equity via the following employment practices, in compliance with both state and federal requirements.

Hiring

During the employee selection process, the department follows the veteran preference laws and statewide policy. When determining the salary for selected candidates, the department conducts a pay-equity analysis. When determining the salary for current state employees who are: a) re-employed to other classifications, b) who are promoting to higher salary range classifications, or c) transferring to different positions, collective bargaining agreements and statewide policies are followed. ODF's hiring practices will be refined to include the upline managers to review and approve all new hires prior to offers being made to ensure diversity efforts are being met.

Retention

Employee retention decisions are made on the basis of relevant and representative job performance. The department may also consider employee alignment with its core values, as these values are of critical relevance in achieving the agency's mission and objectives. In addition, ODF's Employee Recognition Program includes the annual Agency Achievement Awards and is also aimed at employee retention. Finally, when an employee leaves the department, they are encouraged to complete an exit interview in Workday. Doing so enables the agency to gather feedback regarding employee experiences and to review any recommendations they may have for changes or improvements.

Promotion

Promotional decisions are based on job-specific relevant and representative qualifications. A standard outline of job duties, qualifications and how to apply are provided for prospective employees using Workday, the Statewide Job Opportunities website. Neutral screening and selection criteria are used in an effort to avoid creating barriers to protected class applicants. Documentation of who is interviewed and qualification factors are retained to inform the hiring decision.

Succession Planning

The department's succession planning efforts serve to ensure that deliberate, transparent processes are developed and implemented, all towards achieving an increase in the availability of experienced and capable employees who are prepared to assume leadership roles as those roles become available. Forestry's succession planning efforts are tied to community outreach and engagement, recruitment and selection, and training and development. More discussion on these topics is communicated throughout this report.

In 2023, ODF submitted a required agency succession plan for 2023-2025 biennium. Within the plan three highly critical positions were identified, Deputy State Forestry, Incident Management Teams, and the Forestry Geneticist. As part of the succession plan agency wide action plans for

competency development were addressed. These include leveraging already existing agency sponsored leadership training programs as well as external leadership development programs. Agency sponsored leadership Trainings include, Biannual agency leadership program (ALP), Career Growth and Develop Tour, and a internal mentorship program.

External leadership programs include, ASCENT Aspiring Leadership Program, Certificate in Public Management – Willamette University, REAL Oregon, ASCENT Managers' Leadership Program, Leadership Oregon, Portland State University (PSU) Executive Seminar, PSU Certificate in Tribal Relations.

Agency Sponsored leadership, and external leadership training is administered and monitored through an application and approval process involving the agency Workforce Development Program and agency executive leadership.

Forestry's Affirmative Action Plan provides insights to the effectiveness of equity implementation within the department.

Diversity, Equity, Inclusion, and Access Initiatives

The following activities play a major role in moving the agency toward its Affirmative Action goals as well as building a foundation for future efforts to have a diverse and inclusive workforce.

Diversity, Equity, and Inclusion Strategy Officer

In the spring/summer of 2022, ODF recruited and hired a designated DEI Strategy Officer. This has been an important step for the agency to achieve their DEI goals. The DEI Strategy Officer implemented a department wide DEI survey to establish a baseline for the department's DEI work. They had a response rate of 52%, see below for additional details. Additionally, the DEI Strategy Officer collaborates with Public Affairs team to update the DEI intranet page; created an ADA accessibility guide, DEI questions and guidelines for interview panels; sits on several statewide committees and a national committee; and will participate in the Uplift Oregon Peer-to-Peer Equity Network. Additional projects included presenting for HR and several districts, collaborating with the 20-year Shared Stewardship team, meeting with staff at both management and non-management levels to hear the DEI work they completed in their own areas and their concerns, and working with our talent recruiters to make agency job postings more DEI focused.

The DEI Strategy Officer will use the results of the DEI Survey to map out the path ahead for ODF as a department. Those results will be incorporated into the Affirmative Action plan, DEI actionable items, the committee, and will guide the Strategy Officer position, including what DEI continuing education opportunities are going to be offered to staff. Throughout this work, DEI will be operationalized within the department through policy updates.

Sovereign Nations Government Engagement

The department hired a Tribal Policy Coordinator and Archaeologist, who serves as the government-to-government liaison. This position adds dedicated capacity to develop policy and training, build internal awareness, and expand relationships with Sovereign Nations' Governments statewide. Complementing this new capacity, the department will be recruiting a dedicated Legislative Coordinator to track external policy development at the local, state, and federal levels, and ensure consistent internal alignment. We anticipate close collaboration between these two positions and the DEI Strategy Officer to provide more focused strategic guidance for the agency.

DEI Survey

In October of 2022, ODF contracted with an outside agency [Pulsely](#) to complete a department-wide DEI assessment. The goal of this assessment was to utilize a data driven approach to the agency's DEI efforts with setting a firm baseline and help with setting realistic goals the agency can continue to measure. ODF had a 52% response rate, with a high level of management response. The two largest pools of tenure range responses were 6 months to 1 year and 11 to 15 years.

Results

DEI Snapshot:

- Diversity Score 44%
- Equity Score 41%
- Inclusion Score 63%

“Inclusion, at 63%, is the highest of the three overall scores for ODF. It is important to note that inclusion is easier to build when there is less diversity, and ODF's diversity metric, at 44%, is much lower. ODF's equity score, which is 41%, suggests that some workforce segments are having an unequal experience. If the employee segments with lower inclusion scores are smaller in size, the overall ODF inclusion score may mask the experiences of those groups.”

Pulsely uses 8 Pillars of Inclusion to score agencies: Visible DEI Leadership, Managerial Relationships, Career Support, Equal Opportunity, Belonging, Work-Life Effectiveness, Team

Psychological Safety, and Behavioral Accountability. According to the Pulsely results, Career Support was the area ODF scored the highest in, with Equal Opportunity and Work-Life Effectiveness the areas which need the most attention.

Additionally, Pulsely identified ODF's most at risk groups (defined as groups disproportionately impacted by inclusion challenges).

- LGBTQ+/Prefer not to Answer with no promotion
- Women with no promotion
- Women 40-44 years old
- Women of color
- Top management/senior-level women
- Women in the NW/Seed segment
- Management non-supervisory
- 36-39 years old

Pulsely had 4 key recommendations for ODF based off the results, as well as more detailed recommendations for each at risk group.

Key Recommendations:

1. *Equal Opportunity, a lower score at ODF, is impacting retention, engagement, and innovation for ODF; underrepresented groups had even lower scores on equal opportunity which suggests that ODF is not fully leveraging the potential these employees can bring to the workplace. Findings reveal that Women and LGBTQ+ employees who have not received promotions have lower scores on both Career Support and Equal Opportunity. While we expect higher performers to receive more development and advancement, it is unusual to see this level of statistical significance by demographic group. This finding suggests that unconscious bias is impacting career opportunities for these two groups and needs to be monitored.*

Where career opportunity is left to organic processes, inequity in career experiences may unintentionally develop. When opportunity is impacted by affinity bias and who you know more than by objective policies, the group that benefits is those that mirror dominant group characteristics. De-bias performance management and promotion processes to increase the equity of career development and advancement.

- 2. Although it was an average score overall, Visible DEI Leadership is a key factor impacting Engagement, Retention, and Innovation of ODF employees. Create a sense of urgency to build more Visible DEI Leadership which reflects both whether employees see visible representation in leadership and encompasses how leaders' actions, priorities, and words are consistent with a culture of inclusion. Build D&I Championship among Leaders, an essential element for accelerating progress toward both Business and D&I goals. Employees are looking for indicators of equal opportunity signaled by greater diversity in executive leadership, more proportional rates of advancement, and leaders who demonstrate engagement to inclusion through words, actions, and priorities.*
- 3. Leaders set the standard for what behavior is appropriate - either by their own behavior or whether they hold others accountable for inappropriate behavior. While Behavioral Accountability was an average score overall, it was a significant inclusion gap for many at-risk groups. Silence, in the face of misconduct, is implicit consent. To ensure a workplace that works for everyone, there needs to be much greater clarity in what is and is not acceptable workplace behavior and everyone, regardless of level, needs to be held accountable.*
- 4. Work-Life Effectiveness is a significant challenge at ODF. Employees need to be able to speak up about the challenges they experience in the workplace, particularly around Work-Life conflicts. Foster regular discussions between employees and their managers to identify issues and discuss mutually beneficial solutions.*

All staff were invited to leave their thoughts on what the most important thing ODF could do to make the workplace more diverse and inclusive. Those comments were then categorized into themes. The top 6 themes ODF staff commented on were:

1. Diverse Hiring/Recruitment
2. Build Inclusive Culture
3. Listen to Employees
4. Visible DEI Leadership
5. Cultural/Diversity Training
6. Equal Opportunity

See additional results in [Appendix C](#).

Training Programs

Providing ODF employees with training and development opportunities is central to maintaining and improving professional competencies. Accordingly, ODF invests in short-term and long-

term employee career growth and development and promotes educational opportunities that helps the agency better serve the dynamic and vibrant communities of Oregon.

Succession planning is a high priority at ODF. Succession planning is addressed consistently at all the agency's core training programs, is regularly a part of top management's communication with agency employees and is an important component of empowering its workforce. Diversity, succession management and retention are key aspects of this effort.

Employees are encouraged to utilize Workday to develop their career goals and enhance their employee profile.

Employees

Diversity is considered a core theme of all training at ODF. Diversity training is also an important part of our Agency Leadership Program (ALP), delivered once each biennium, when feasible. Due to the COVID-19 pandemic, ALP was paused briefly but returned in 2023. Diversity discussions are woven throughout ALP. Recent discussions have focused on generational diversity, gender issues, and communicating with diverse audiences.

Historically, ODF has not offered a structured training curriculum focused on diversity, equity, inclusion, and accessibility. This has become a priority goal for the next two years. The focus will be on creating a shared language and leveling the knowledge playing field with staff. This will help ensure DEI conversations are productive and staff have the information to help reduce harm. The training will be available on Workday and current staff will be given a specific amount of time to complete them (estimate one year), while new staff will be expected to complete them within six months of hire. The agency has established a Workforce Development Program within HR, and as the program is staffed it will work with the DEI Officer in creating and making available DEI learning content.

While subject to change, the proposed trainings are:

- Introduction to DEI
- Creating a Collective Language
- Unconscious Bias
- Microaggressions in the Workplace
- Antiracism Work in Oregon
- The Glass Ceiling
- Religion, Spirituality, and Beliefs
- LGBTQIA+ Inclusion
- Visible and Invisible Disabilities
- Environmental Justice

In November of 2022, the human resources office started a monthly DEI training focused on best practices for speaking about and to historically excluded communities. Examples of topics include Sovereign Nations, LGBTQIA+ Communities, People with Disabilities: Physical and

Mental/Developmental, Immigrants, Houseless and Housing Insecure. It is important that ODF's HR team have the basic language to talk to and about historically excluded groups.

Volunteers

Volunteers represent a distinct part of ODF's mission, with the Tillamook State Forest and the Tillamook Forest Center (TFC) constituting the vast majority of ODF's volunteer opportunities. Although volunteers complete a volunteer application, gender, age, race, ethnicity and regional location demographics are not captured in the application. Volunteers are self-selected, and recruitment activities target volunteer areas of interest. Volunteers are tracked in Workday as contingent workers and are not part of ODF's direct recruitment pipeline. However, recruitment of camp hosts – for example – is widespread with advertisements in newspapers, job boards, Good Sam, AARP, etc. No formal education or training is provided to volunteers; however, any required training is completed during volunteer time.

Contractors/Vendors

Contracts include standard federal and state statutes and policies related to Affirmative Action and discrimination. No formal education or training is provided to vendors. According to the [DAS Procurement Equity Disparity Study Data Dashboard](#), which provides data on contracts and procurements during the period between July 1, 2017 and June 30, 2022, ODF awarded 204 COBID certified contracts. Contracts indicated "COBID Certified" were awarded to vendors which actively held at least one certification type through the Office for Business Inclusion and Diversity (COBID) at any point during the study period. State COBID certifications include the Minority business Enterprise Program, the Women Business Enterprise Program, the Service-disabled Veteran Business Enterprise Program, the Emerging Small Business Enterprise Program, the Federal Disadvantaged Business Enterprise Program, and the Federal Airport Concessions Disadvantaged Business Enterprise Program. ODF follows the DAS statewide procurement policies and in 2023 a full statewide disparity study was done. The agency also follows COBID rules when procuring services as per DAS administrative rule.

Leadership Development/Training Program

ODF utilizes several leadership development programs targeted toward all employee levels. See [Appendix D](#).

DEI Council

ODF's DEI Council voluntarily serves to assist the DEI Strategy Officer, provide feedback and employee perspective. They enable ODF to plan and implement the agency's DEI vision, value, and goal statements to create positive change across the entire agency. The State Forester is the standing sponsor for the council. The council consists of up to eight members. There are three standing members: DEI Strategy Officer as the Council Chair, the Human Resources Director (or Designee), and an additional executive team sponsor. The remaining five members are selected from an application process and serve a 2-year term.

The purpose of the Council is to:

- Institutionalize DEI as a priority for the agency, our employees, and our leadership.

- Provide the institutional structure to integrate DEI priorities, trainings, initiatives, etc. into agency culture, policies, and practices.
- Serve as the vehicle for passionate, motivated and interested employees to implement change and help the agency achieve mission, vision and goals.
- Maintain a relevant and effective DEI Strategic Plan.
- Identify and solicit resources needed to implement the strategic plan.

20-Year Shared Stewardship Plan

In 2019, a Memorandum of Understanding on Shared Stewardship was signed by state and federal officials to document the commitment of the State and the United States Forest Service to work collaboratively to create a shared stewardship approach for implementing land management activities in the state of Oregon. Additionally in 2021, Senate Bill 762 (an act relating to wildfire and declaring an emergency) was signed into law. It directed ODF to design and implement a 20-year strategic plan, as described in the Shared Stewardship Agreement.

Overarching throughout this process is the commitment to diversity, equity, and inclusion in the 20-year Strategic Plan. This strategic plan will require an “all hands on deck” mentality from a broader and more diverse range of stakeholders. The department is specifically reaching out to stakeholders from historically excluded voices, such as the BIPOC (Black Indigenous People of Color) communities, LGBTQ+ communities, disability communities, those experiencing poverty, and those most at risk of the impacts of the climate crisis (the houseless population, migrant farmers). As the makeup of Oregon continues to change, the makeup of our stakeholders will reflect those changes.

The best way to make sure we are not continuing the status quo is to make sure we have new and fresh partners in this conversation. The outcome of this plan will impact all people in Oregon, so all voices should be heard.

See [Appendix F](#) for Oregon’s Shared Stewardship Framework.

Carbon and Climate Change Assessment

In November of 2021, the Board of Forestry approved the Climate Change and Carbon Plan. The plan will position Oregon forestry as a regional leader in climate-smart forestry, including both climate-change mitigation and adaptation. The goals are to reduce greenhouse-gas emissions, increase carbon sequestration (i.e. storage of carbon in trees), and positively benefit climate-impacted and resource-dependent communities. Within that plan, ODF called out the impact’s climate change has on traditionally underserved communities:

“The social and economic dimension of climate-smart forestry will require careful coordination and communication to ensure all voices are heard and incorporated. Natural resource dependent, disproportionately climate impacted, and traditionally underserved communities are important parts of Oregon’s culture and economy and are at great risk from climate-change impacts. Ensuring they are included in

planning and decision-making and are not left behind as the forest sector works to adjust and transition to a changing environment and landscape is key. The cultural significance of forests (wildland, community, and urban) and forest products, timber and beyond, is highly important. Harvesting traditional foods, recreation, tourism, and wood fiber extraction from the state's forests all support a diverse set of communities including Tribes, natural resource-dependent jobs and people, and those at a disproportionate risk from the effects of climate change. People working to adapt to and mitigate climate change will need to heed these voices."

Uplift Peer-to-Peer Equity Network

In the fall of 2022, ODF was one of ten agencies within the State of Oregon to be selected to participate in Uplift Oregon's Peer-to-Peer Equity Network. Four employees from ODF were selected to participate, two management levels and two non-management levels. This was a year-long program, requiring roughly 80 hours of commitment from November 2022 to December 2023. Included in this was a national conference, Facing Race, which was the kickoff to the year.

The outcomes of this pilot project, if successful, should result in:

- A network of equity practitioners that serves as a continuing resource for the work of equity and inclusion
- Action plans for agency projects based on strong internal analysis for equity and inclusion across the participating agencies
- Research that yields case studies that can be used as a resource for future work
- A library of materials and resources that are vetted and accessible for all participants

Environmental Justice Council

ODF has been an active agency on what was formally the Environmental Justice Task Force, now the Environmental Justice Council (EJC), for several years. Through their position, they keep the EJC updated on DEI and justice issues happening in ODF and are able to come together with the other natural resource agencies in the State of Oregon to coordinate and break down silos. The DEI Strategy Officer serves as the ongoing ODF representative for the EJC, allowing for more focus and time to be dedicated to this important Council.

Community Engagement

The department engages with community-based organizations, private and public sectors, K-12 schools, higher education institutions and other organizations to model an inclusive environment. Forestry's commitment to community engagement encompasses short-term and long-term initiatives.

Career Fairs

ODF's Talent Acquisition Specialists attended a number of career fairs in 2022. One of the priorities for the year was attending career fairs at community colleges to widen the net of who the department is recruiting.

Career fairs attended in 2022:

- Klamath County Fair
- WorkSource Virtual Career Fair
- Oregon State Fair
- Southwestern Oregon Community College
- University of Oregon Career Fair
- Mt. Hood Community College
- Oregon State University Forestry Career Fair
- Oregon State University Virtual Career Fair

Veterans

ODF has prioritized making connections with various military installations, including the Portland Air National Guard Base and the Army National Guard Headquarters in Salem. In addition, ODF Talent Acquisition Specialists have participated in a veteran's job fair and continue to have an open dialogue with the Department of Veteran Affairs for transferrable veteran skills.

Adults in Custody

The agency has a close working relationship with the Department of Corrections where ODF trains and utilizes Adults in Custody (AICs) on various forest management and fire suppression activities. The AICs gain valuable work skills that they can then employ upon release. The Agency has hired several former AICs from the South Fork and Coffee Creek programs.

Tillamook Forest Center

The Tillamook Forest Center (TFC) provides a favorable setting for field trips, education and exposure of natural resources / forestry to the general public. The TFC sees a diverse audience of over 50,000 visitors per year (non-school groups). The center's focus on history of the Tillamook State Forest along with ODF practices connects visitors (including many families with young children) with Oregon's natural resources and forestry. Through exhibits, formal programs, and non-formal encounters with TFC staff, visitors make connections to ODF, the forest and natural resource management.

Due to constraints with Covid-19 and the historic national activities in 2020, a conscious effort occurred to begin implementing ODF's DEI Core Value in the REI (Recreation, Education, and Interpretation) program. The first step is to listen, learn, be open to understand the issue, and begin a dialogue. While these dialogues can be uncomfortable, they are crucially important in helping educators, field staff, and agency employees create inclusive spaces, better serve communities, and maintain excellent public service. The TFC team created a series of DEI social media posts focused on diversity in the outdoor industry and highlighting Native American Heritage Month for community engagement.

In an effort to continue community engagement, public programs were offered via Zoom platform. This approach provided an opportunity for those who are unable to visit the Tillamook

Forest Center to connect with ODF. On average, 70% of participants had never visited the center. Close captioning was added to Facebook and YouTube videos.

Interpretation and Education staff are incorporating DEI into all trainings, lesson plans and general public presentations (e.g., micro-aggression awareness, use of gender-neutral pronouns, establishing a safe culture to monitor each other and help to address unconscious bias). Scholarships for underserved and minority communities have priority for forestry field trips.

TFC has extended invitations and waived fees for tribal partners to attend National Association for Interpretation (NAI) workshops and NAI Certified Interpretive Guide training. If their members are interested in applying for our interpretation positions, they would meet the preferred qualification of holding a CIG certification.

Due to COVID-19 restrictions, the TFC is closed to the public but reopened in March 2023. During the closure, TFC prioritized updates to exhibits, including highlighting not just the story of colonization of the area, but the long history of the Indigenous peoples who have lived on this land for millennia.

Keep Oregon Green

The department also partners with Keep Oregon Green (KOG) Association to conduct wildfire prevention education and outreach. KOG is located on the ODF Salem campus, and its mission is to promote healthy landscapes and safe communities by educating the public of everyone's shared responsibility to prevent human-caused wildfires. KOG delivers programs that encourage interface residents to work together in their local communities to be fire-adapted. This work also targets recreationists who travel to hunt, camp, bike and ride on public lands. KOG has a two-pronged approach: first, as a statewide marketing agent (e.g., TV, radio, billboards, road signs, and website), and second as a partner and resource provider for local fire districts and fire prevention cooperatives. KOG educates professionals and the public through community workshops, conferences, K-12 school programs, and a web-based prevention curriculum for youth.

Oregon State Fair

The department also participates in the Oregon State Fair at the ODF State Fair booth. During this high-profile event, employees engage with the public and share about the importance of Oregon's forests and the department's work of stewardship in forestry.

ODF plans to make a good-faith effort to engage in the aforementioned activities, as appropriate, available and feasible.

Roles for Implementation of Affirmative Action Plan

Below are the specific engagement and innovative Affirmative Action activities of the State Forester, the Leadership Team, managers and supervisors and the Affirmative Action Representative. The listed activities are from the period July 1, 2023, through June 30, 2025.

State Forester

The State Forester has committed the department to a policy of Equal Employment Opportunity and Affirmative Action and maintains an active interest in the attainment of the department's Affirmative Action goals and objectives. He has communicated the leader's intent and expectations for managers to support and embrace DEI in all aspects of our business. The State Forester is supportive of the development and implementation of the DEI Council and is a standing member.

In 2019, ODF established a diversity, equity and inclusion committee, the State Forester declared all topics related to diversity, equity and inclusion as high priority and communicated in the Leadership Team (LT) meetings that ODF's hiring practices will be refined to include the upline managers to review and approve all new hires prior to offers being made to ensure diversity efforts are being met. The department's LT provides a variety of senior functions that includes surfacing needs and issues for discussion and resolution, and providing input and discussion on policy, strategy and priority.

In 2018, the State Forester also provided leadership for updating the department's core values to include "Diversity, equity, and inclusion in all aspects of our business." The State Forester has supported the establishment of the DEI committee furthering this work to establish a DEI council to further efforts in the agency's equity culture.

Leadership Team and Managers and Supervisors

The Leadership Team includes the Executive Team, program directors, and district foresters. The Leadership Team, in addition to managers and supervisors, are responsible for full implementation of the Affirmative Action Plan, within their areas of responsibility.

Leadership Team (LT) meets every quarter in person and monthly via Teams. Additionally, the LT Planning Committee sets the agenda for the quarterly in-person meetings. The DEI Strategy Officer was appointed to both the LT Planning Committee and was temporarily appointed to LT for a two- year term. The purpose of this appointment was to help facilitate and guide the DEI conversations at LT meetings. At the end of the two years, LT will determine if the DEI Strategy Officer is still needed to help guide the DEI conversations.

Additionally, this inclusion is an opportunity for the DEI Strategy Officer to update LT on the Department's DEI and Affirmative Action goals and progress.

Affirmative Action Representative

The DEI Strategy Officer now serves as the department's Affirmative Action Representative and is responsible for the development and maintenance of ODF's AAP and for facilitating the education and understanding of the importance for meeting the AAP goals and objectives.

All Employees

All employees have a responsibility to implement and adhere to this plan within the context of the Department's *Working Guidelines*. All managers have a responsibility to manage their respective divisions, programs, functions and workforce in accordance with the principles, policies and procedures of this plan, and will be held accountable for their performance.

Current Biennium Affirmative Action Progress Report

ODF is always continuing to progress and adapt current strategies in our action plan items to improve. We are evaluating and adapting the agency's AAP, DEI Plan and Strategic Plan to continuously improve the workforce landscape. The external leadership training was cancelled for 2024 due to budgetary constraints from the outcome of DAS equal pay analyst. The agency does intent to continue in 2025 with the external leadership program.

Leadership Evaluation Report

The Oregon Department of Forestry (ODF) embraces and values the State's initiatives to achieve affirmative action objectives across the statewide enterprise. In order to work toward meeting ORS 659A.012 requirements that agencies evaluate management personnel, and their effectiveness in achieving affirmative action objectives as a key consideration of their performance, ODF implemented a required Performance, Accountability, and Feedback (PAF) learning course for supervisory managers to complete as a requirement following movement into a supervisory management position.

Within the learning course, and associated resource documents on the PAF process requirements, managers are provided guidance to evaluate:

- if the employee is supporting and enabling employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age?
- does the employee seek out resources or assistance from subject matter experts for guidance on the topic?

ODF's expectation for managers conducting quarterly PAF check-ins is that they document the performance and goal topics addressed during PAF check-ins, including their efforts in supporting the State's affirmative action goals. However, the required PAF learning course and associated guidance documents for managers were only implemented as recently as February 26, 2024, in preparation for use in planning and conducting PAF check-ins created April 2024 for the January – March 2024 observation period. Qualitative evaluation of PAF check-ins can be conducted by managers, using the available Workday "HCM | Check-Ins Overall" report. The report provides columns containing text notes of topics addressed during a respective check-in.

Managers are responsible for evaluating the content and quality of check-in documentation entered into Workday.

Next Biennium Affirmative Action Plan

ODF plan for the next biennium is to continue with the current affirmative action plan as described in this document. ODF will be using Gallup employee engagement survey data, new employee onboarding survey data, new manager required training that addresses the need for managers to engage their staff and discuss how the states affirmative action objectives can be supported. ODF welcomes and encourages allyship that supports inclusion of all employees.

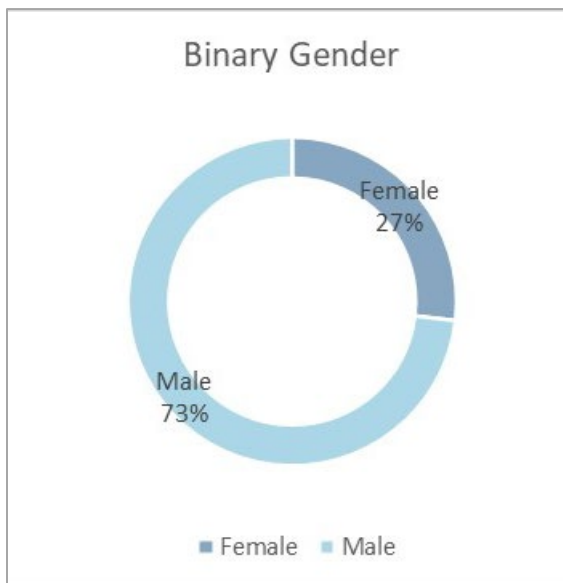
July 1, 2021 – June 30, 2023

Agency Statistics and Affirmative Action Data

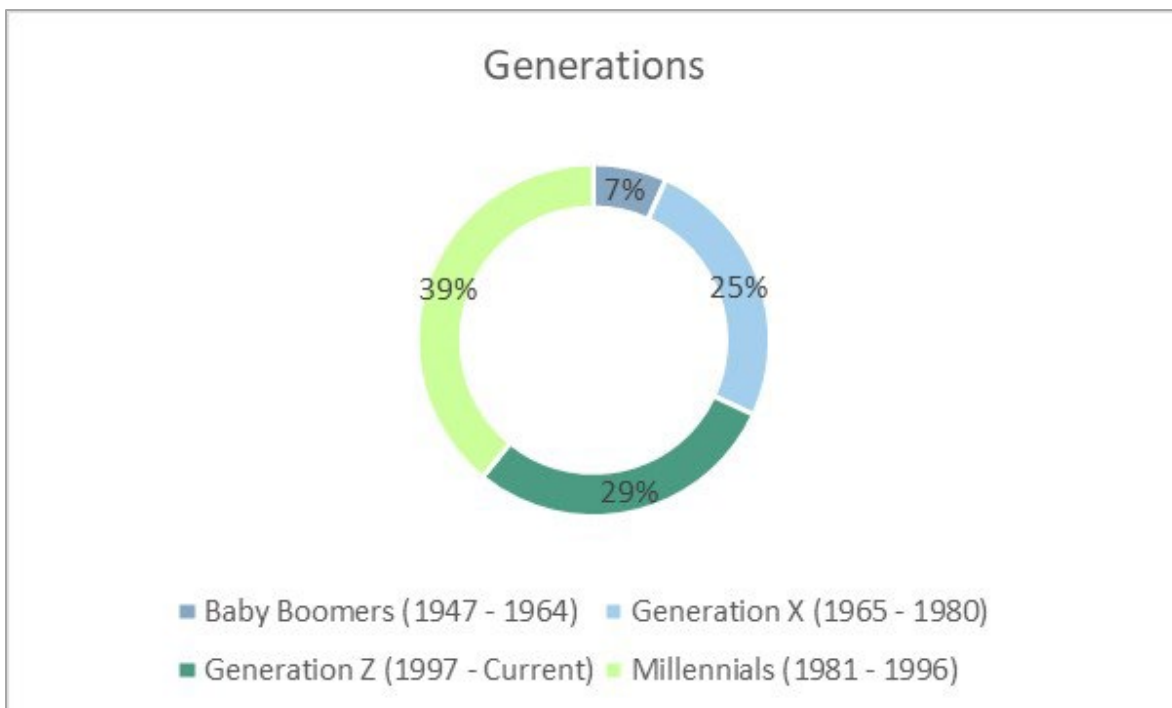
Summary and Analysis

The Department of Forestry’s workforce doubles in size annually when the agency hires seasonal wildland firefighting staff during the summer fire season. Our seasonal employees typically work from June to October each year. The total workforce during fire season is approximately 1,416 and includes all permanent, limited duration and seasonal employees. The following demographics are a reflection from data pulled from Workday on 11/28/22 and the demographic data gathered by the Pulsely DEI Survey.

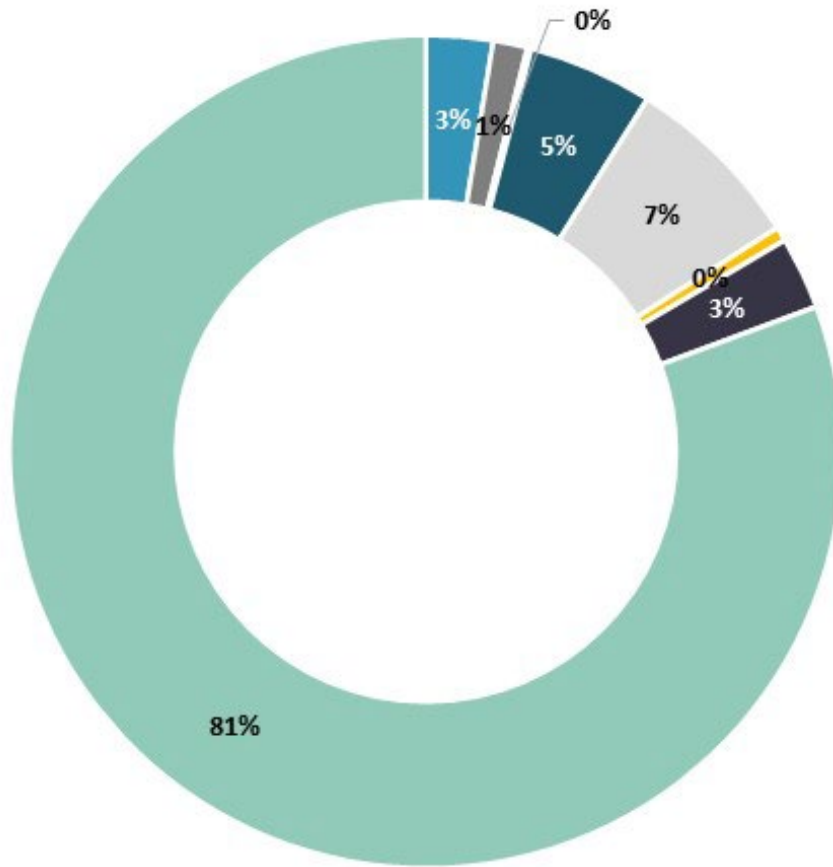
The current agency demographics reflect:



*According to the DEI Survey, 2% of ODF employees identify outside the binary gender options of “male” and “female” found in Workday.

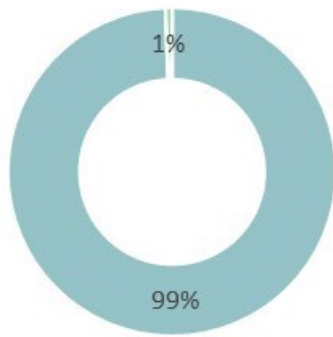


Race/Ethnicity



- American Indian or Alaska Native
- Black or African American
- I do not wish to answer.
- Two or More Races
- Asian
- Hispanic or Latino
- Native Hawaiian or Other Pacific Islander
- White

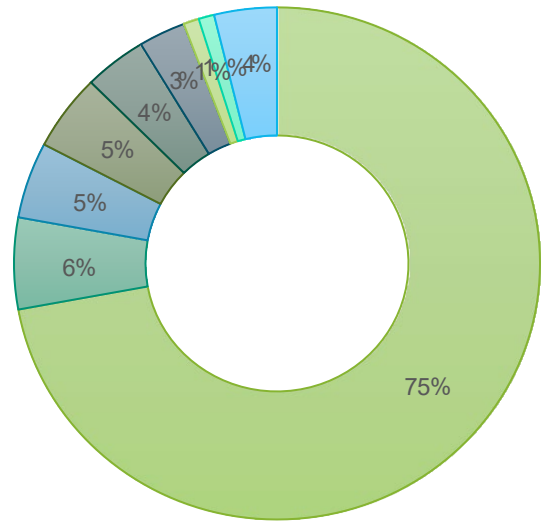
Disability Reporting Workday*



■ No Reported Disability ■ Reported Disability

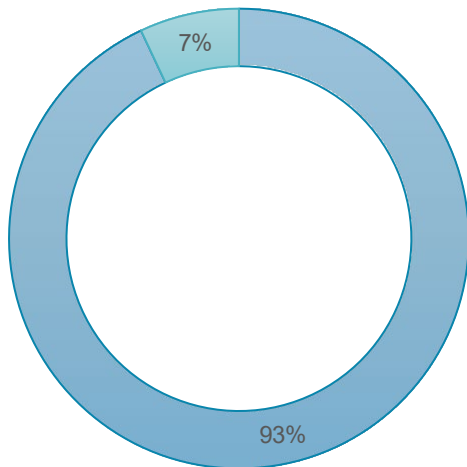
*It should be noted, Workday reports 99.3% of ODF’s workforce does not report a disability. In contrast, 75% of the staff who took the DEI survey reported no disability. That is nearly a 25% difference in reporting. It is worth considering why there is such a vast difference in reporting disability status.

Disability Reporting Pulsely



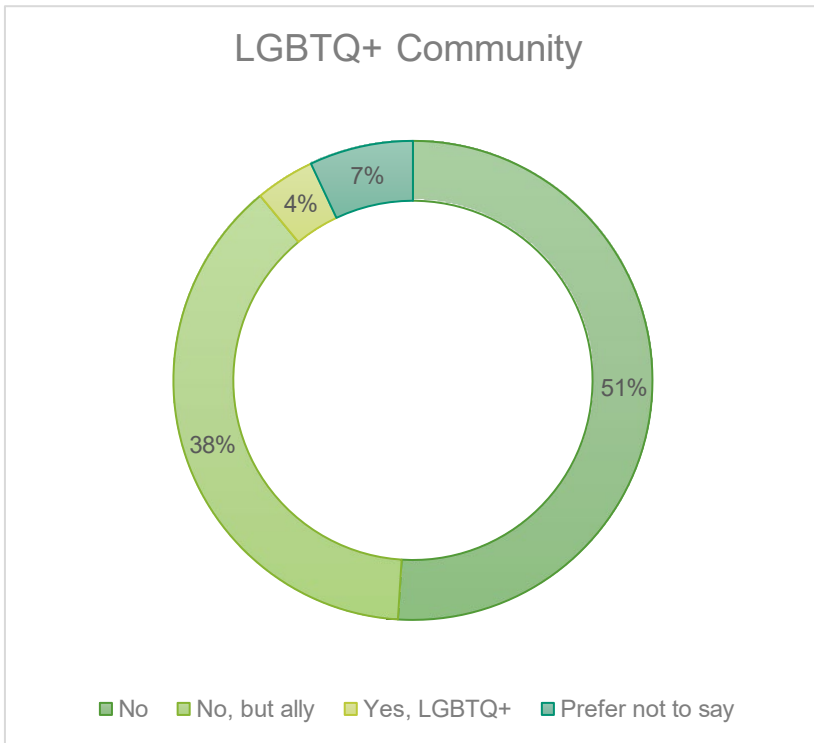
■ Not disabled ■ Neurodiversity
 ■ Chronic Illness/pain ■ Multiple
 ■ Mental Health ■ Hearing
 ■ Sight ■ Mobility
 ■ Other

Bilingual English and Spanish



■ English ■ Bilingual

Noted, as this time, ODF does not have any designated bilingual positions. This means, currently, no employees in ODF are making the bilingual differential bargained by the unions representing staff.



This data was gathered from the DEI Survey, as Workday does not collect data on LGBTQ+ identification. According to Pulsely, it is common to see a Prefer not to say % larger than the LGBTQ+% when the Ally group is less than the No group.

*Ally was defined in the survey as a personal supporter of LGBTQ+ colleagues.

Updated 2024 Affirmative Action Plan Required Demographic data

Please see the included excel sheet for the update on Demographic data will be attached.

Update from the 2021-2023 Affirmative Action Plan Goals

In previous action plans, ODF didn't have specific accountability measures in place, the goals were more generalized around increasing representation of protected classes in the largest job groups.

Goals for ODF's Affirmative Action Plan

Based off the results of the DEI assessment, several critical groups were identified for analysis and to focus our ongoing DEI efforts on. These critical groups will influence how the entire department performs.

- LGBTQ+/Prefer not to Answer with no promotion (5% of population)
- Women with no promotion (14% of population)
- Women 40-44 years old (6% of population)
- Women of color (5% of population)
- Top management/Sr level women (2% of population)
- NW/Seed women (7% of population)
- Management non-supervisory (6% of population)
- 36-39 years old (15% of population)

Strategies and Timelines for Achieving Goals

Problem Analysis and Action Plan

It is vital the department is able to prioritize actionable goals in the Affirmative Action Plan. While it can be tempting to “tackle everything at once,” that can spread resources too thin and accomplish less. The eight at risk groups can be categorized into four themes, which will have overlapping actionable items. Meaning, in tackling Women of Color, we will also support and improve Women 40-44, Top Management/Sr Level Women, and NW/Seed Women. In honor of utilizing data to show progress, ODF will be utilizing the results from the DEI assessment to help guide the next biennial. Based on the results from the survey and the recommendations from Pulsely, ODF will focus on the following groups: Groups with no promotions (LGBTQ+/ Prefer not to say & Women), Gender Intersection (Women 40-44, Women of Color, Top Management/Sr Level Women, NE/Seed Women), Job Level (Management non-supervisory), and Age (36-39 years old).

Additionally, the [Governor's EO No. 22-11](#) laid out some specific expectations for State agencies. Over the next two years, ODF will focus on No. 22-11 #2-f (tracking and evaluating agency discrimination trends), #2-g (professional development), and #3 (evaluation of management). These will bring ODF closer in line with the EO and the State's DEI strategic plan.

The goal for the upcoming biennial will be to lay the foundation for future equity within the department. This will require process and policy changes from recruitment to promotion. When policy reflects an equitable workplace, culture will follow.

No Promotion

Between 14% and 19% of the population

Staff need to feel like they have a clear path of promotion and career growth. Additionally, ODF needs to invest in the future of the agency including a diverse and inclusive leadership team. Focusing specifically on the LGBTQ+ population and Women, ODF can invest in a diverse and inclusive future.

This group specifically is lagging behind in feeling like they have equal opportunity, career support, behavioral accountability, and visible DEI leadership.

2023-2025 Actions:

1. Require all management to take the Manager Training put on by HR. The purpose of this training is to equip managers to support their staff fairly and equitably.
2. Require all members of interview panels to complete the Interview Panel Training put on by HR. This has a focus on recognizing and overcoming bias in the interview and hiring process.
3. Develop a performance review system, including leadership training, which uses objective criteria, clear expectations, is evidence based, and constructive to ensure clarity in career pathways. Behavioral descriptions and competencies should be reviewed for bias.

4. Review promotions by “batches” and ensure proportional representation of underrepresented groups.
5. Establish Employee Resource Groups based off the [Allies Safe Zone Program](#).

Gender Intersection

Between 6%-20% of the population

While in non-management positions, women make up 41% of the workforce, they only occupy 18% of top management/executive and senior level management. When you look even closer, only 2% of senior leadership are women of color.

This group is lagging behind in career support, belonging, behavioral accountability, equal opportunity, and visible DEI leadership.

2023-2025 Actions:

1. Develop a mentorship program to prioritize creating measurable change towards equitable outcomes utilizes key factors to create an effective formal mentoring program.
 - a. an assessment for skills and development needs
 - b. mentors and mentees matched based on skills/development needs
 - c. well-defined roles and formal goals are created and tracked
 - d. designated minimum time commitments
 - e. process in place for monitoring the relationship and check-ins
 - f. accountability for both mentor and mentee
 - g. connected to business strategy and linked to career outcomes
2. Establish employee resource groups based off the [Allies Safe Zone Program](#).
3. ODF will begin supporting management by providing experiential training to build skills and establish norms and guidelines that foster trust and honest dialogue.

Job Level

6% of the population

For an organization to have a clear and supported succession plan, it needs to invest in their future leaders. When lower levels of management feel burnt out, unsupported and like they are not being heard, they will leave the agency. Additionally, when managers feel burnt out, they are not able to do their best work - which impacts the rest of the agency. According to Gallup polls, among engaged employees, 30% are looking for new work or watching for openings, yet that goes up to 50% among non-engaged and 74% among actively disengaged employees.

This group is lagging behind in equal opportunity, work-life effectiveness, managing relationships, and visible DEI leadership.

2023-2025 Actions:

1. Leaders need to act as visible role models in utilizing the policies that support work-life effectiveness, to remove the stigma and create safety around creating healthy boundaries between work and home.
2. Empower employees to feel free to express themselves.

Age

15% of the population

Millennials (1981-1996) are the largest percentage of the ODF workforce, at 41.2%. Within that range, 36–39-year-olds are entering a specific phase of being a “sandwich generation.” Many of them are starting to take care of aging parents while raising their own children. This causes additional stress on work-life effectiveness and when there are high demands in both – typically, something has to fall to the wayside. It is worth noting, millennials are leaving the state at the second-highest rate, after Generation Z. Between May 1, 2022 and October 21, 2022, 30% of employees who left ODF were categorized as millennials. That is as much as baby boomers and Generation X combined.

This group is lagging behind in work-life effectiveness, visible DEI leadership, belonging, and equal opportunity.

2023-2025 Actions:

1. Leaders need to act as visible role models in utilizing the policies that support work-life effectiveness, to remove the stigma and create safety around creating healthy boundaries between work and home: walk the talk.
2. Normalize vulnerability related to work.

Governor’s Executive Order No. 22-11 #2-f

“Track, evaluate, and measure trends in agency discrimination and/or harassment claims, reporting data and findings in the subsequent biennial Affirmative Action Plan/Statement Affirmative Action Statements are prescribed for agencies with ten or fewer FTE.”

2023-2025 Actions:

1. ODF will develop a system for tracking, evaluating, and measuring trends in discrimination and/or harassment claims. These will include formal complaints through HR and union representation, legal actions, and other relevant information. This system will be transparent and accessible to all staff and findings will be reported out.
2. ODF will collect data to establish a baseline which can allow appropriate goal setting for a reduction of claims.

Governor’s Executive Order No. 22-11 #2-g

“Work to improve implementation of the agency's affirmative action plan using professional development, performance assessments, and/or performance evaluations.”

2023-2025 Actions:

1. ODF will develop and implement a training metric for all staff to increase their professional development around DEI topics.
2. Performance evaluations will be standardized so they are clear, equitable, and measurable.

3. Expectations around evaluations will be clearly communicated to management and ODF will develop a system to ensure fair and equitable evaluations.
4. Any bias or discrimination found in patterns of evaluations will be identified and rectified.

Governor’s Executive Order No. 22-11 #3

“Under ORS 6594.012, 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.”

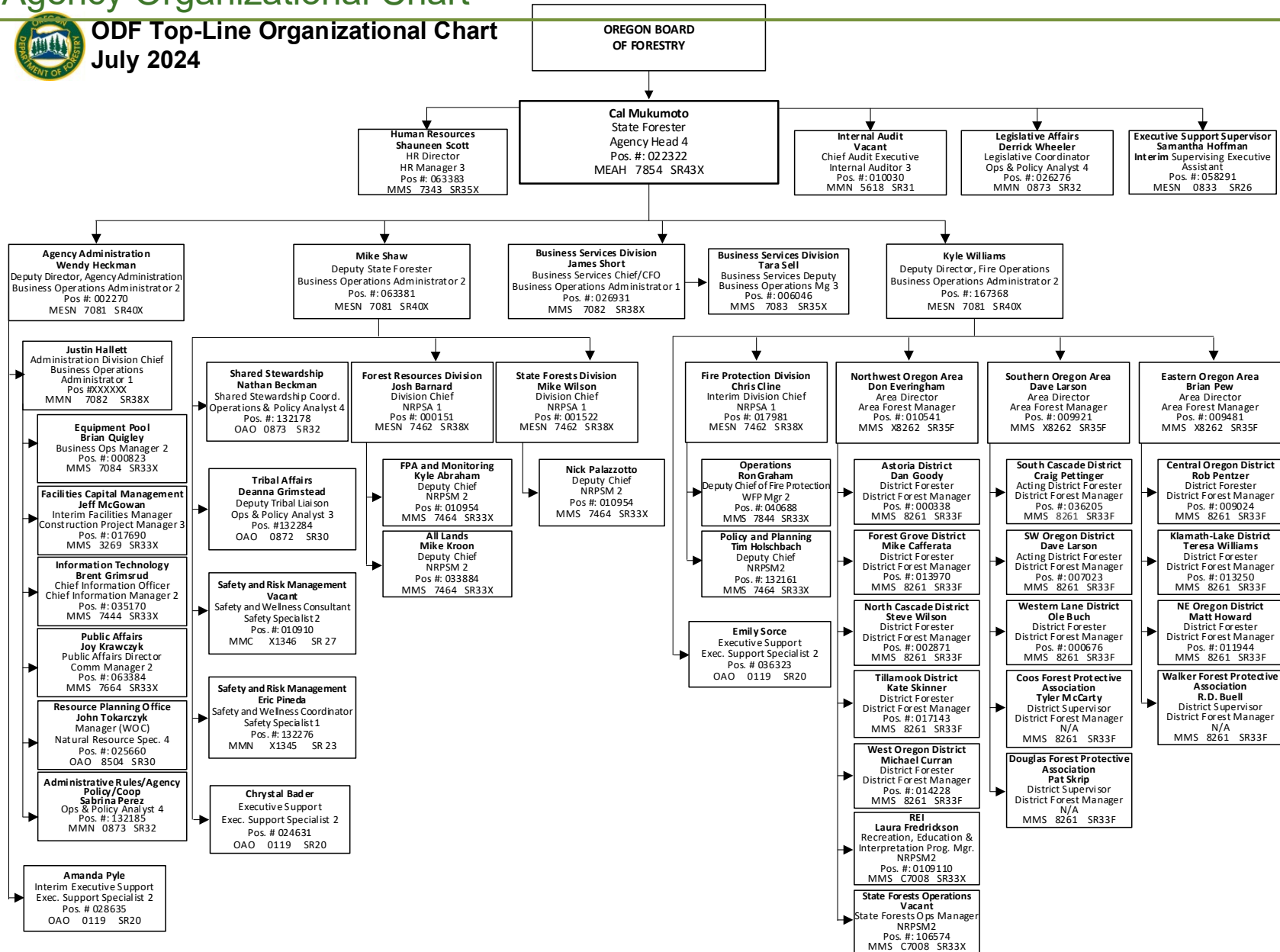
2023-2025 Actions:

1. A clear, equitable, and measurable evaluation for management will be developed. This will allow a clear understanding of the expectations of management around the Affirmative Action plan, and clearly identify the areas of strength and areas of growth.
2. This system will be clearly communicated to management as some of their expectations may change.

Appendix A: Agency Organizational Chart

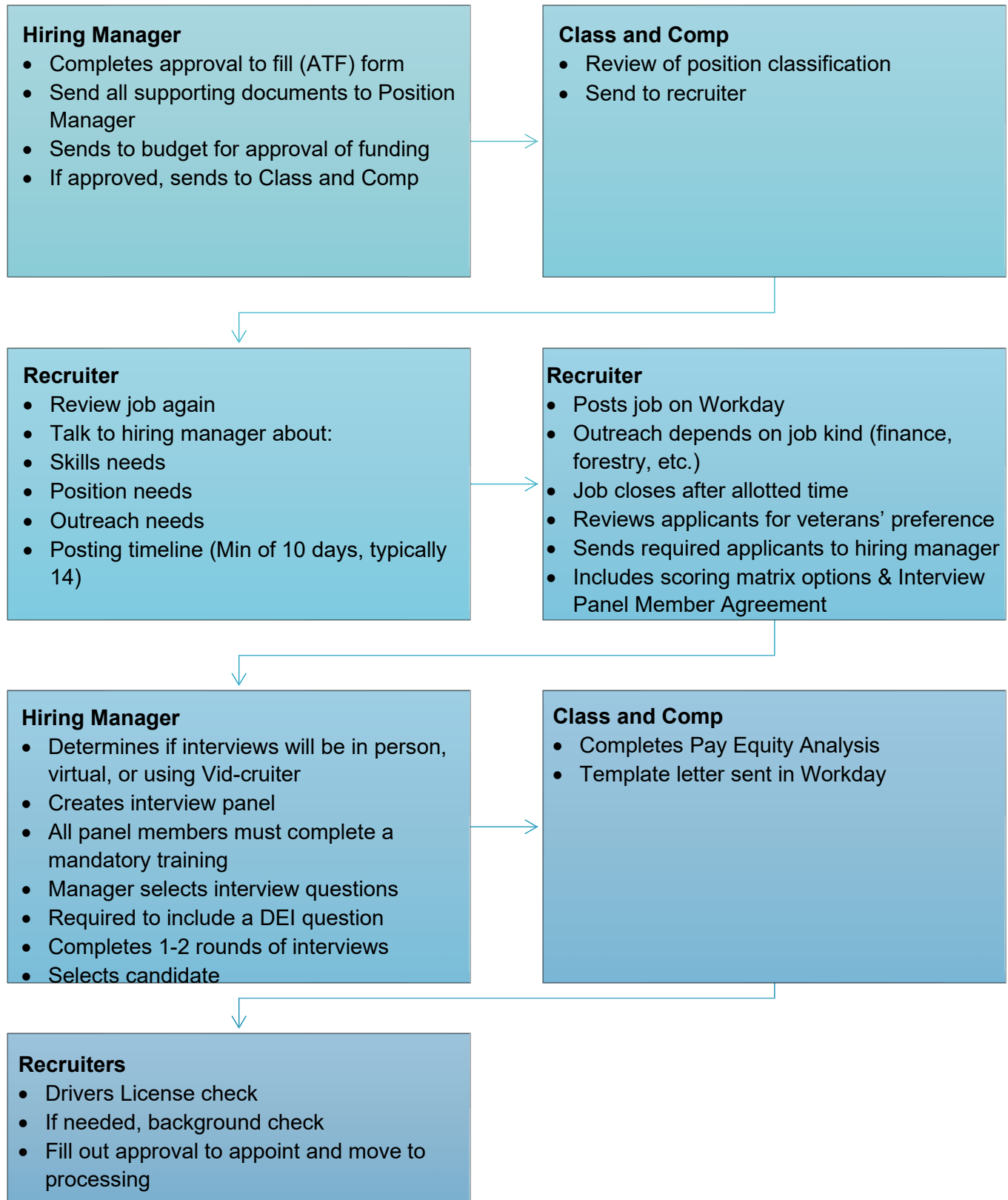


ODF Top-Line Organizational Chart July 2024



Appendix B: Recruitment and Hiring Process

Recruitment and hiring process is currently being assessed to support a more equitable and inclusive process.





Human Resources Program

Interview Panel Member Agreement

PANEL MEMBER NAME	
FOR THE SELECTION OF (classification or position)	
INTERVIEW DATES	

Upon accepting this assignment, you are expected to keep all information gained during the process **confidential**. As a panel member, you are not to search the social media sites or perform outside research on the candidates. To ensure the integrity of the interview and selection process, we are asking potential panel members to evaluate their professional and personal relationships with the candidates. If those relationships influence your objectivity in the process, we ask that you withdraw from the panel. If you have questions about your involvement in the interview process, please contact your Talent Acquisition Partner.

Attached is a list of the candidates.

I have reviewed the list of candidates and have elected below:

- Yes, I am able to participate on the panel as scheduled above. I agree to the terms and conditions of the assignment and understand I am to keep the process and candidates confidential.
- (For ODF employees):** I have completed DAS interview panel training within the year-to-date of the interview dates scheduled on this form, above. (Link to training: [Workday](#))
- (For external panel members):** I acknowledge that I have been provided the External Panel Member Guidance Document and have been informed of my responsibilities as a panel member by the hiring manager.

Signature of Panelist

Date

- Sorry, based on my professional and personal relationship with one or more of the candidates, I am unable to participate on the panel as scheduled above. I agree to keep all names that are interviewing for this position confidential, and I will not share any information regarding the candidates.

Signature of Panelist

Date

Please return this form to _____ no later than **three days** prior to the interviews so the panel membership can be finalized.

NOTE: This document is an official document and must be retained with all other documents related to the recruitment and selection process.

REQ Number: _____ Hiring Manager: _____

Appendix C: DEI Survey Results

At risk groups of focus.

Degree of Gap:
■ Small ■ Medium ■ Large ■ Very Large

Grade	At Risk Groups	% of Pop.	Inclusion Gaps	Performance Indicators Impacted	Prioritized Actions
No Promotion	D LGBTQ+/PNTS with No Promotion	5%	<ul style="list-style-type: none"> Equal Opportunity Career Support Visible DEI Leadership Behavioral Accountab. 	<ul style="list-style-type: none"> Innovation Engagement Retention 	Build objective selection criteria, fairness in job progression, and reduce favoritism to minimize affinity bias. Monitor the patterns of outcomes from <u>performance appraisals</u> and <u>promotion decisions</u> by demographic group to assess the equity of and fairness of career opportunity.
	C- Women with No Promotion	14%	<ul style="list-style-type: none"> Equal Opportunity Career Support Behavioral Accountab. Visible DEI Leadership 	<ul style="list-style-type: none"> Engagement Innovation Retention 	
Gender Intersection	D Women with 40-44 years old	6%	<ul style="list-style-type: none"> Career Support Belonging Behavioral Accountab. Equal Opportunity 	<ul style="list-style-type: none"> Engagement Innovation Retention 	Provide more intentional focus on capability-building of <u>experienced women</u> , clear career path guidance, and programs with structured career supports. To ensure a workplace that works for everyone, there needs to be much greater clarity in what is and is not acceptable workplace behavior and everyone, regardless of level, needs to be held accountable. Encourage <u>constructive dialogue</u> about differences and a culture where those from the dominant groups can speak up to hold each other accountable for non-inclusive comments, "jokes", and behavior.
	C- Women of Color	5%	<ul style="list-style-type: none"> Behavioral Accountab. Career Support Belonging Visible DEI Leadership 	<ul style="list-style-type: none"> Innovation Retention Engagement 	
	C- Top Management/ Sr Level Women	2%	<ul style="list-style-type: none"> Behavioral Accountab. Belonging Career Support Visible DEI Leadership 	<ul style="list-style-type: none"> Engagement Innovation Retention 	
	D NW/Seed Women	7%	<ul style="list-style-type: none"> Behavioral Accountab. Belonging Equal Opportunity Visible DEI Leadership 	<ul style="list-style-type: none"> Engagement Innovation Retention 	
	D Management non-supervisory	6%	<ul style="list-style-type: none"> Equal Opportunity Work-life Effectiveness Manag. Relationships Visible DEI Leadership 	<ul style="list-style-type: none"> Retention Innovation 	
Job Level	D Management non-supervisory	6%	<ul style="list-style-type: none"> Equal Opportunity Work-life Effectiveness Manag. Relationships Visible DEI Leadership 	<ul style="list-style-type: none"> Retention Innovation 	Build <u>mentoring and sponsorship</u> programs to support career growth of high potentials.
Age	C- 36-39 years old	15%	<ul style="list-style-type: none"> Work-life Effectiveness Visible DEI Leadership Belonging Equal Opportunity 	<ul style="list-style-type: none"> Retention Innovation Engagement 	Promote more effective <u>work-life</u> utilization, role modeled by leaders so that employees are not stressed trying to conform to work patterns that aren't sustainable for them.

Appendix D: Oregon Department of Forestry External Leadership Development Program Matrix

**Oregon Department of Forestry
External Leadership Development Program Matrix**

Program	What	Who	Prerequisite	Where	When	Commitment	Contact
For Aspiring Leaders							
ASCENT Aspiring Leadership Program	A statewide leadership development program aimed at developing leadership skills that are necessary to stimulate, refine and transform our workplace.	Individual contributors (non-supervisory) & aspiring leaders.	Non-supervisory staff, leadership aspirations, program alignment & Supervisor approval.	Chemeketa Community College, Salem, OR.	Apply by September 30th at 5 pm. Biennial program and dates may vary.	\$3,600. Two-day sessions from November through July. 10-20 hours of work outside of class per month.	Paul Egbert, ASCENT Consultant at 971-707-1131, and Paul.EGBERT@oregon.gov .
Willamette University Certificate in Public Management (CPM)	A series of leadership modules for developing skills to act boldly and ethically in response to a constantly changing public environment.	Aspiring leaders/ current managers in public service.	Public Employee & Supervisor approval.	Willamette University, Salem, OR.	Register 6-8 weeks prior to monthly modules offered. Year round program.	\$359 per 20 hour module (considered one of eight modules). At least one module (total of 8 modules; all 8 = CPM). Modules taught on a monthly basis of 2 ½ days.	Sue Wilson at 503-370-6791 and http://www.willamette.edu/cpm
For Aspiring Managers							
Pacific Program (Luke Center)	A program focused on cultivating leadership skills for solving difficult interagency and community problems.	Current executives and managers.	Management Service/ Leadership Interests.	Location may vary.	Apply no later than July 1st. Annual Program.	\$2100 (meals and all materials); Lodging is \$98 per night plus tax. Six days plus graduation.	The Luke Center 503-302-0336, or visit https://www.thelukecenter.org/
ASCENT Managers' Leadership Program	A statewide leadership development program aimed at developing leadership skills that are necessary to stimulate, refine and transform our workplace.	Managers and Supervisors.	Management service & Supervisor approval.	Chemeketa Community College, Salem, OR.	Apply by September 30th at 5 pm. Biennial program and dates may vary.	\$3,600. Two-day sessions from November through July. 10-20 hours of work outside of class per month.	Paul Egbert, ASCENT Consultant at 971-707-1131, and Paul.EGBERT@oregon.gov .
For Aspiring Executives							
Leadership Oregon	A statewide leadership development program led by the Department of Administrative Services for developing executive leadership strength in Oregon State government.	Executive leaders.	Management Service/ Salary level 30 for larger agencies.	Salem, OR.	Apply no later than November 15. Annual program. 2 days a month.	\$3000. Two-day sessions each month for one calendar year.	Lucy Gardner, Program Coordinator at 503-378-3205, or visit http://www.oregon.gov/das/HR/Pages/LO.aspx
PSU Executive Seminar	A program for natural resource (NR) professionals for developing skills for evaluating social/ economic/ political values in NR policy development.	Executive leaders & Middle & Senior-level managers.	Management Service/ Leadership Interests.	Portland State University. Case study locations in various Western US locations.	Apply no later than October 7th. Annual program.	\$7,205 (or \$2,735 per case) plus travel, lodging and meals. Three case studies, one Cap Stone course, out of state travel required.	Jennifer Everett at 503-725-8259, or visit https://www.pdx.edu/cps/executive-seminar-program-for-natural-resources-0
PSU Certificate in Tribal Relations	A program for various organizations (e.g., local, state, and federal government agencies) that work regularly with tribal nations and native communities. To foster understanding of tribal perspectives, improve participant-tribal relationships, and increase effectiveness when working in Indian Country.	Executive leaders & Middle & Senior-level managers.	Management Service/ Leadership Interests.	Portland State University. Case study locations vary.	Apply no later than September 15. Program from October – August.	\$8,500. Seven in-class sessions, plus three field trips.	Josh Metzler (Program Coordinator) 503 – 725 - 5190, or visit https://www.pdx.edu/tribal-gov/certificate

Note. The "External Leadership Development Program Matrix" reflects ET sponsored programs. Revised: 11/20/2018.

Appendix E: Affirmative Action Policies

State Policy Documentation

As per the Oregon State Governor's Affirmative Action Office, please select the following hyperlinks to view "State Policy Documentation."

- [ADA and Reasonable Accommodation Policy](#) (Statewide Policy 50.020.10)
- [Discrimination and Harassment Free Workplace](#) (Statewide Policy 50.010.01)
- [Veterans Preference in Employment](#) (Statewide Policy 40-055-03)
- [Equal Opportunity and Affirmative Action Rule](#) (105-040-0001)
- [Executive Order 17-11](#): Relating to Affirmative Action and Diversity and Inclusion
- [Governor's Executive Order 22-11](#): Relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion

Federal Policy Documentation

As per the Oregon State Governor's Affirmative Action Office, please select the following hyperlinks to view "Federal Documentation."

<https://www.ftc.gov/site-information/no-fear-act/protections-against-discrimination>

<https://www.eeoc.gov/genetic-information-discrimination>

- 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 2009 (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

Agency Documentation in Support of Affirmative Action Plan

Please select the following hyperlink to view "Agency Documentation in Support of Affirmative Action Plan."

<https://www.oregon.gov/ODF/Pages/Reports.aspx>

- [Executive Order 11246](#) (OFCCP regulations)

Appendix F: Oregon's Shared Stewardship Framework

