**Oregon Department
of Fish & Wildlife**

AFFIRMATIVE ACTION PLAN

July 1, 2025-June 30, 2027

Oregon Department of Fish and Wildlife
Director's Office
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Salem, OR 97302
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August 30, 2024

Juliet Valdez, Affirmative Action Manager
Office of Governor:
Diversity, Equity & Inclusion/Affirmative Action
900 Court Street NE, Suite 254
Salem, OR 97301

RE: 2025-27 Affirmative Action Plan

Enclosed please find the Oregon Department of Fish and Wildlife Affirmative Action Plan for the 2025-2027 biennium for your review and consideration.

ODFW is committed to building a workforce that is reflective of Oregon's diverse population. We also strive to incorporate diversity, equity and inclusion into all aspects of our programs and services to better serve the diverse population of Oregon.

Fulfilling these commitment goes beyond words, and creating an ODFW work environment where people feel truly welcome and can thrive takes action. While we have made progress in some areas, we have much work ahead. Across all programs and levels of the agency, we will continue to work intentionally to advance to goals identified in our affirmative action plan.

If you have any questions or need additional information please contact Katelin Prieto, Human Resources (HR) Administrator, at 503-947-6063.

Sincerely,

Debbie Colbert
Director

c: Ken Loffink, Acting Deputy Director for Administration
    Shaun Clements, Deputy Director for Fish and Wildlife Programs
    Katelin Prieto, HR Administrator
    Alexis Isom, Diversity, Equity & Inclusion Representative
    Luke Curtis, HR Analyst

2025-2027 Affirmative Action Plan

Table of Contents

I. Description of the Agency

A. Agency Overview

AGENCY MISSION

To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.

Agency Principles

- Emphasize safety in the workplace
- Develop effective relationships based on trust and confidence
- Provide proactive and solution-based fish and wildlife management based on sound science
- Work as a team to accomplish our mission
- Promote workforce enhancement and inclusion
- Ensure fiscal integrity

OREGON DEPARTMENT OF FISH AND WILDLIFE

ODFW Mission and Objectives

The mission of the Oregon Department of Fish and Wildlife (ODFW) is to protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.

Statutory authority for the management of fish and wildlife resources in Oregon is found in Chapters 496 through 513 of the Oregon Revised Statutes (ORS). The statutes cover agency authority and responsibility for the administration and enforcement of wildlife and commercial fishing laws; licenses and permits; hunting, angling, commercial fishing and trapping regulations; and wildlife protective measures. The state Food Fish Management Policy and Wildlife Policy are the primary statutes that govern the management of fish and wildlife resources in Oregon.

B. Identification of ODFW Employees

ODFW Director	Debbie Colbert (She/her/hers)	503-947-6044
Governor's Policy Advisor	Chandra Ferrari (She/her/hers)	503-986-6536
ODFW Affirmative Action Representative	Alexis Isom (She/her/hers)	503-947-6058
Equity Leader	Ken Loffink (He/him/his)	503-947-6072
Lead for COBID contracting and procurement	April Brenden-Locke (She/her/hers)	503-947-6193

C.   Organizational Chart

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                        │   Governor   │
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                        │   Director   │
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        │  Deputy Director  │      │  Deputy Director  │
        │  Fish & Wildlife  │      │   Administrative  │
        │     Programs      │      │      Programs     │
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Fish Division	West Region	Administrative Services
Wildlife Division	East Region	Human Resources
Habitat Division	Information & Education	Information Systems
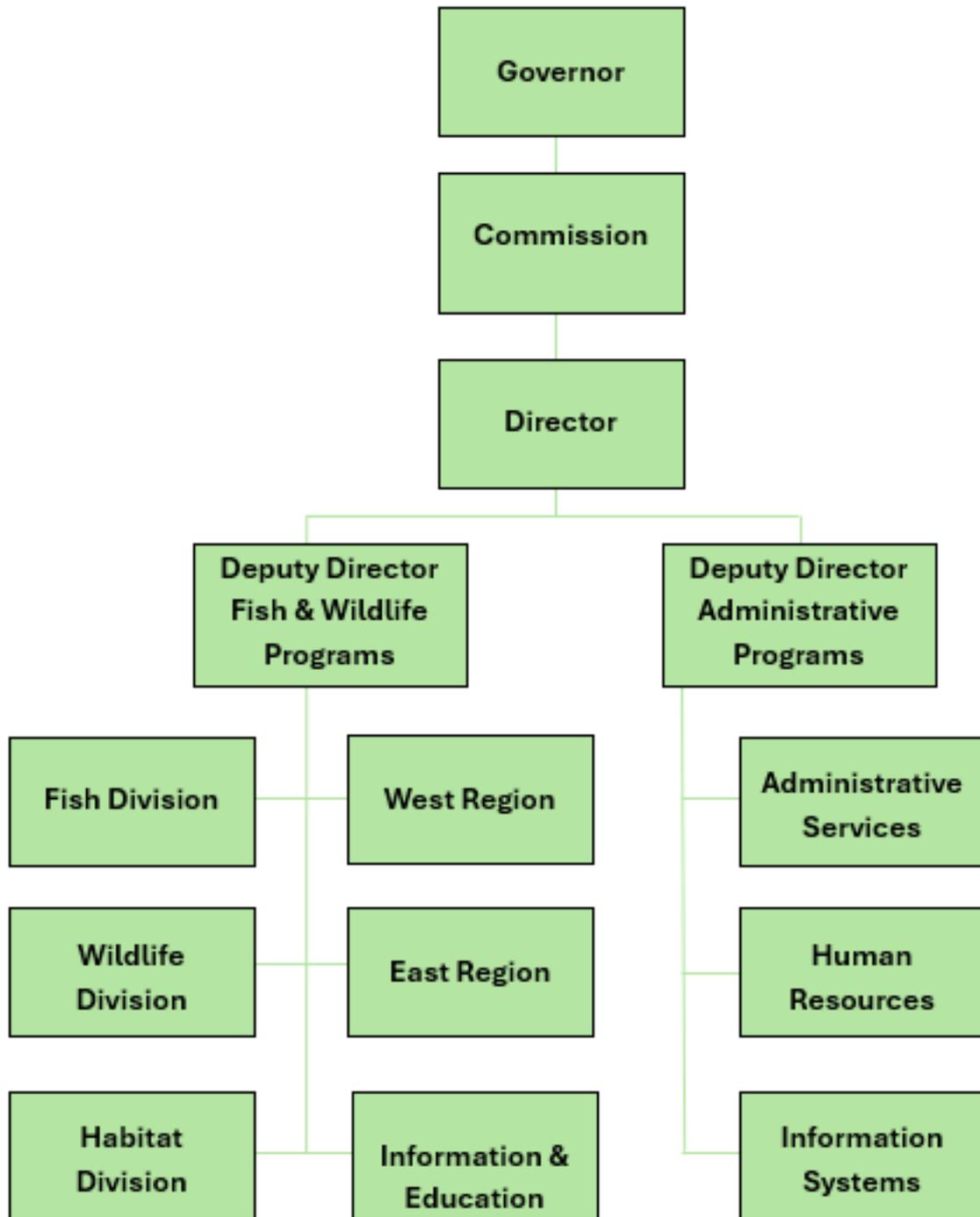
II. Roles for Implementation of Affirmative Action Plan

A. Accountability Mechanisms

Oregon Department of Fish and Wildlife is committed to meeting our established goals toward achieving equal employment opportunity and affirmative action and will use diverse recruitment strategies to identify and attract candidates. ODFW management staff at every level share in the responsibility for promoting affirmative action and equal employment opportunity to ensure compliance and positive impact. Management staff are also responsible for ensuring the work environment is free from any form of discrimination, harassment or retaliation for filing a complaint related to workplace concerns. All applicants and employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under Department of Administrative Services statewide Discrimination and Harassment Free Workplace policy, 50.010.01.

ODFW is firmly committed to a policy of Equal Employment Opportunity (EEO). The agency will administer its human resources policies and conduct its employment practices in a manner which treats each employee and applicant for employment on the basis of merit, experience and other work-related criteria without regard to race, color, religion, sex, marital status, national origin, age, disability, sexual orientation or any other protected class under relevant state and federal laws. These principles will also apply to our contractors and vendors.

ODFW will not discriminate, nor tolerate discrimination, against any applicant or employee because of physical or mental disability in regard to any position for which the known applicant for employment is qualified. The agency will take affirmative action to employ, advance in employment, and otherwise treat known qualified individuals with disabilities without regard to their physical or mental disabilities in all human resources selection and decision practices, such as: advertising, benefits, compensation, discipline (including probation, suspension, and/or termination for cause or layoff), employee facilities, performance evaluation, recruitment, social/recreational programs, and training.

ODFW is committed to complying with the Americans with Disabilities Act (ADA), which protects qualified applicants and employees with disabilities from unlawful discrimination. The agency will provide accommodation for qualified individuals with disabilities when requested using an interactive process to determine if accommodation is reasonable.

ODFW will not discriminate, or tolerate discrimination, against any employee because they are a member of, apply to be a member of, perform, have performed, applied to perform or have an obligation to perform as a member of a uniformed service.

B. Director/Administrators

The ODFW Director is critical to the success of the Affirmative Action Plan and diversity, equity and inclusion initiatives by providing leadership and oversight. The Director supports the work of the Diversity, Equity and Inclusion (DEI) Committee.

The Director promotes a workplace free from discrimination and harassment and reminds employees about expectations and reporting issues. ODFW's Executive staff are accountable to the Director.

ODFW's Deputy Director for Administration chairs the agency's DEI Committee. In this role, the deputy is able to ensure top-down support for the goals of the committee and encourages and promotes inclusive engagement in committee activities.

C. Managers and Supervisors

Each division, section and region within ODFW is responsible for meeting the stated goals and objectives for diversity, equity and inclusion. Division administrators, regional managers, managers and supervisors actively seek ways to recruit, hire, and develop diverse teams.

The Human Resources Administrator plays an important role in implementing the Affirmative Action Plan. She is accountable to the Director for ensuring that ODFW provides employees with all of the necessary tools, policies, and training available to be knowledgeable of and make appropriate decisions relating to diversity, equity and inclusion as well as affirmative action considerations. She also ensures that programs are in place and additional efforts are made to recruit, hire and promote qualified women, people of color, members of the LGBTQAI+ community, veterans and individuals with disabilities, and work in a safe and respectful place.

The Administrative Services Division Manager is responsible for ensuring that ODFW considers minority-owned businesses when awarding construction, service and personal service contracts. ODFW's Designated Procurement Officer (DPO)is the main point of contact for all ODFW procurements, and responsible for implementing state rules, policies, and laws relating to diversity, equity, and inclusion and procurement. The DPO participates in monthly DPO council meetings where the Disparity Study conducted by the Department of Administrative Services was discussed and also participated in various sessions related to implementing recommendations from the Disparity Study into ODFW's procurements.

Many Supervising District Fish and Wildlife Biologists participate in outreach activities annually that involve activities provided to students, members of the community, and various agencies and organizations related to education and development, inventory and monitoring, habitat improvement, and fish culture.

D. Affirmative Action Representative

The Diversity Equity and Inclusion (DEI) Representative is responsible for coordinating the Affirmative Action Program, serving as technical advisor to agency staff, and monitoring the progress of the program. She also serves as a permanent member of ODFW's DEI Committee. The agency maintains a copy of our Affirmative Action Plan on the Director's Office tab of the ODFW intranet under Diversity/AA/ADA and also makes it available for managers and employees to review upon request to the Diversity, Equity and Inclusion Representative.

The HR Analyst who assists the DEI Representative with creating and implementing the agency's Affirmative Action Plan participates as a permanent member of the ODFW's DEI Committee. He is a member of the recruitment team who works with managers, directly promoting the inclusive hiring practices at ODFW.

E. Diversity, Equity, and Inclusion Committee

The DEI Committee has served ODFW for over 20 years, and in 2022 was renamed from the Diversity and Inclusion Committee to reflect the agency's investment in equitable opportunity for all staff. The DEI Committee is made up of 12 members. There are 3 permanent members of the committee which include the deputy director of administration, the affirmative action representative – human resource analyst, and a recruiter who serves as the backup for the affirmative action representative. The remaining members are managers and program representatives who rotate on a biannual basis to allow for diversity in representation. Past members of the committee serve as ambassadors across the agency. Our goal is to have a variety of positions from all over the state to represent ODFW on this committee. We encourage different viewpoints from members to help guide the agency forward, while managing our blind spots.

The DEI Committee supports ODFW leadership, including the Director, Managers and Supervisors, Administrators, as well as all staff through the identification of resources. The committee uses overarching agency goals to develop specific step-down goals and strategies that relate to diversity, equity and inclusion to help the agency better incorporate considerations of these topics in foundational work central to the function of the agency. The committee was created to help steer our agency; however, the success depends on the support and efforts of each one of us.

III.   Current Biennium Affirmative Action Progress Report

Accomplishments and Progress Made since Previous Biennium

The agency continues to work towards the goals laid out in the 2023-25 Affirmative Action Plan. This report provides an overview of activities that are making contributions towards our goals. These include:

- Consistently and regularly messaging the Director's commitment to Diversity, Equity and Inclusion broadly distributed internal and external facing messaging platforms such as the Monday Morning Minutes, Field Reports and All Staff emails; maintain the DEI Committee website and materials.
- Working with ODFW's Trainer on options for human relations training for managers and staff.
- Beginning an LGBTQAI+ inclusion project, partnering with the agency's graphic designer to create a new logo which features the LGBTQAI+ pride flag. This included internal messaging to staff of support from leadership, agency presence at pride events, and release of the new logo for staff use in email signatures. This work will continue as distribution of the pride logo at job fairs and community outreach events.

- Continued advancement of ODFW's internship program by enhancing our visibility as an employer with colleges and university. The DEI Committee developed a Best Practices for Managing Internships and Onboarding in 2021 for managers and refined that work in 2023. The guidance strongly encourages managers to hire diverse candidates for internships and explores methods to seek out diversity, and solve roadblocks to successfully placing interns in remote locations (affordable housing access, safety fears, etc.) The DEI committee is also working on meeting with interns in the fall of 2024 to discuss their experiences with the agency.
- Continued inclusion of language in all job announcements to promote diversity, equity and inclusion. *"If you are passionate about natural resources, we invite you to join our team and assist with furthering ODFW's mission by partnering with communities and sharing how our work has a positive effect on Oregon's fish, wildlife and their habitats. ODFW is dedicated to cultivating a diverse and inclusive workforce as we strive to represent and better serve our neighboring communities. Our most important asset is our employees, and each person brings unique, different, and important contributions to the workplace and community we serve. With Oregon's changing demographics, a workforce that reflects this change will make us stronger and create an opportunity for better decision making. Consider joining our team as we lead ODFW into the future!"*
- ODFW continues to invest in the promotion and development of staff whose identities are underrepresented in leadership positions. As a high visibility example of this, Director Debbie Colbert started her role on May 20, 2024. She is the first female director appointed to the Department of Fish

and Wildlife in the agency's history. ODFW leadership continues to explore opportunities to invest equitably in staff professional development and provide opportunities for upward mobility so that leadership can reflect the diverse structure of the agency.

Alignment with Diversity, Equity and Inclusion Plan and Strategic Plan

ODFW strives to be a leader in diversifying the workforce in the natural resources arena. Nationwide, natural resource agencies have identified challenges related to recruiting a workforce that reflects the diversity of their population due to barriers to early access to develop skills, interest, and expertise in natural resource management as well as unique challenges to remote conservation work. The agency's strategic plan establishes a vision whereby ODFW is the recognized steward of Oregon's fish & wildlife resources with diversified funding that supports our mission. To recognize this vision, ODFW leadership established five key initiatives and multiple objectives.

ODFW has implemented practices that are moving the agency in a positive direction to increase workforce diversity. ODFW's goals focus on working with established plans and adjusting to improve any current practices to make them more effective and inclusive. ODFW is committed to serve every person in Oregon from diverse backgrounds, including Tribes, Latinx communities, communities of color, Women, Veterans, and LGBTQIA communities in alignment with Oregon's constantly evolving population. We believe that everyone belongs outdoors. We work to maintain diversity of the landscape acknowledging our responsibility in conservation of all species extending beyond hunting and angling. The ecological diversity maintains the resources that we can provide to all communities in Oregon who are passionate about natural resources.

ODFW's Diversity, Equity and Inclusion (DEI) plan used these overarching agency goals to develop specific strategies and goals related to diversity, equity and inclusion. The DEI Committee continues to focus on three areas: workforce diversity and inclusion, population served, and integration of diversity and inclusion into existing programs. This report provides information about key strategies and focus areas that have been identified by the committee. Foremost among these efforts has work to communicate the agency's philosophy that everyone belongs outdoors.

The focus in the 2025-2027 biennium continues to be primarily on the first area, workforce diversity and inclusion, although we anticipate making inroads into the other areas.

Leadership Evaluation Report

Director's Office: During the 2023-2025 Biennium, Director Melcher's goals included effective messaging to all staff. Director Colbert has continued these efforts with messaging to staff in support of pride month activities and a note to all staff in recognition of the Juneteenth Holiday.

Managers and Supervisors: To improve the diversity of our workforce, managers and supervisors committed to operationalizing our values of diversity, equity, and inclusion in the recruitment and selection process. Our goal is to more equitably align with the diversity that Oregon is seeing statewide in our applicant pool.

Race / Ethnicity of ODFW applicants in comparison to Oregon population

Self-Identified Race/ Ethnicity	American Indian/ Alaska Native	Asian	Black or African American	Hispanic or Latino	Do not wish to answer or blank	Native Hawaiian/ Pacific Islander	2 or more races	White
ODFW Applicants July 1, 2022 – June 30, 2023	119 1.2%	323 3.3%	156 1.6%	504 5.2%	623 6.4%	28 0.3%	514 5.3%	7,464 76.7%
State of Oregon* 2017-2021	0.8%	4.4%	1.8%	13.6%	0.3% ("Other")	0.4%	4.7%	74.1%
Gap	+0.4%	-1.1%	-0.2%	-8.4%	N/A	-0.01	+0.6%	+2.6%

* Source: U.S. Census Bureau, American Community Survey, Table B03002, 2017-2021, 5-year estimates updated annually. Released 2022. Oregon by The Numbers_2023.

As part of the quarterly check in process, managers provide staff the opportunity to discuss their career goals and work to set plans for the future. This can include training opportunities, discussing flexible schedules to accommodate continued education and career advancement opportunities such as job rotations. These discussions are focused on employee satisfaction and retention. Since implementation of this process in 2023, ODFW has carried a 100% completion rate for all staff completing quarterly check ins. Human resources holds the management team accountable for completing quarterly check ins with their staff by utilizing report data and following up on completion.

A. Workforce Demographic Data and Analysis

Overall, as of June 30, 2024, agency representation of self-identified women is 406 and has increased from 392, on June 30, 2023.

We saw an increase in the number of people who identify as persons of color (American Indian or Alaska Native, Black or African American, Hispanic or Latino and Native Hawaiian or Pacific Islander) at ODFW, from 71 to 73 over the same period.

The number of people who self-identified with having a disability decreased from 9 from 7.

Veteran representation in our workforce increased from 39 to 44 from the prior survey year.

The following tables reflect the number of employees within each job categories by race / ethnicity:

As of June 30, 2023 Race/Ethnicity	Administrative Percent	Number	Officials and Percent	Number	Professionals Percent	Number	Protective Percent	Number	Service Percent	Number	Skilled Craft Percent	Number	Technicians Percent	Number	Total Percent	Number
American Indian or Alaska Native (United States of America)	3.3%	3	0.0%	0	1.3%	2	0.4%	2	0.0%	0	33.3%	1	1.7%	5	1.2%	13
Asian (United States of America)	3.3%	3	0.0%	0	3.8%	6	2.4%	11	0.0%	0	0.0%	0	1.0%	3	2.1%	23
Black or African American (United States of America)	1.1%	1	0.0%	0	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.3%	1	0.4%	4
Hispanic or Latino (United States of America)	3.3%	3	3.4%	2	6.4%	10	1.3%	6	8.3%	1	0.0%	0	2.7%	8	2.8%	30
I do not wish to answer. (United States of America)	2.2%	2	0.0%	0	3.8%	6	1.5%	7	0.0%	0	0.0%	0	1.4%	4	1.8%	19
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.6%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.1%	1
Two or More Races (United States of America)	1.1%	1	1.7%	1	3.2%	5	1.3%	6	0.0%	0	0.0%	0	1.0%	3	1.5%	16
White (United States of America)	85.9%	79	94.8%	55	80.9%	127	92.6%	425	91.7%	11	66.7%	2	91.9%	272	90.2%	971
Total	100.0%	92	100.0%	58	100.0%	157	100.0%	459	100.0%	12	100.0%	3	100.0%	296	100.0%	1,077

As of June 30, 2024 Race/Ethnicity	Administrative Percent	Number	Officials and Percent	Number	Professionals Percent	Number	Protective Percent	Number	Service Percent	Number	Skilled Craft Percent	Number	Technicians Percent	Number	Total Percent	Number
American Indian or Alaska Native (United States of America)	3.2%	3	0.0%	0	0.6%	1	0.4%	2	0.0%	0	25.0%	1	2.7%	8	1.4%	15
Asian (United States of America)	3.2%	3	0.0%	0	2.5%	4	2.7%	13	0.0%	0	0.0%	0	1.0%	3	2.1%	23
Black or African American (United States of America)	2.2%	2	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.3%	3
Hispanic or Latino (United States of America)	3.2%	3	3.6%	2	8.0%	13	1.7%	8	5.9%	1	0.0%	0	1.3%	4	2.8%	31
I do not wish to answer. (United States of America)	3.2%	3	0.0%	0	3.7%	6	1.7%	8	0.0%	0	0.0%	0	2.0%	6	2.1%	23
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.6%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.1%	1
Two or More Races (United States of America)	1.1%	1	1.8%	1	3.7%	6	1.9%	9	0.0%	0	0.0%	0	1.3%	4	1.9%	21
White (United States of America)	83.9%	78	94.5%	52	80.9%	131	91.4%	433	94.1%	16	75.0%	3	91.6%	273	89.4%	986
Total	100.0%	93	100.0%	55	100.0%	162	100.0%	474	100.0%	17	100.0%	4	100.0%	298	100.0%	1,103

The following tables reflect the number of employees by generation as well as race / ethnicity:

As of June 30, 2023	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 -		Millennials (1981 - 1996)		Traditionalists (1917 -		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	1.6%	6	1.6%	2	1.2%	5	0.0%	0	1.2%	13
Asian (United States of America)	4.1%	6	1.6%	6	4.7%	6	1.2%	5	0.0%	0	2.1%	23
Black or African American (United States of America)	1.4%	2	0.5%	2	0.0%	0	0.0%	0	0.0%	0	0.4%	4
Hispanic or Latino (United States of America)	1.4%	2	1.3%	5	6.3%	8	3.6%	15	0.0%	0	2.8%	30
I do not wish to answer. (United States of America)	2.7%	4	0.5%	2	2.4%	3	2.4%	10	0.0%	0	1.8%	19
Native Hawaiian or Other Pacific Islander (United States of America)	0.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.1%	1
Two or More Races (United States of America)	1.4%	2	1.3%	5	1.6%	2	1.7%	7	0.0%	0	1.5%	16
White (United States of America)	88.4%	129	93.2%	359	83.5%	106	90.0%	376	100.0%	1	90.2%	971
Total	100.0%	146	100.0%	385	100.0%	127	100.0%	418	100.0%	1	100.0%	1,077

As of June 30, 2024	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 -		Millennials (1981 - 1996)		Traditionalists (1917 -		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	1.6%	6	1.9%	3	1.4%	6	0.0%	0	1.40%	15
Asian (United States of America)	4.9%	6	1.8%	7	2.5%	4	1.4%	6	0.0%	0	2.10%	23
Black or African American (United States of America)	0.0%	0	0.5%	2	0.0%	0	0.2%	1	0.0%	0	0.30%	3
Hispanic or Latino (United States of America)	0.8%	1	1.3%	5	5.1%	8	3.9%	17	0.0%	0	2.80%	31
I do not wish to answer. (United States of America)	3.3%	4	0.5%	2	5.7%	9	1.8%	8	0.0%	0	2.10%	23
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.10%	1
Two or More Races (United States of America)	1.6%	2	1.8%	7	2.5%	4	1.8%	8	0.0%	0	1.90%	21
White (United States of America)	89.4%	110	92.4%	355	82.3%	130	89.2%	390	100.0%	1	89.40%	986
Total	100.0%	123	100.0%	384	100.0%	158	100.0%	437	100.0%	1	100.00%	1,103

The following tables reflect the number of employees by gender as well as race / ethnicity:

As of June 30, 2023 Race/Ethnicity	Female Percent	Number	Male Percent	Number	Total Percent	Number	As of June 30, 2024 Race/Ethnicity	Female Percent	Number	Male Percent	Number	Total Percent	Number
American Indian or Alaska Native (United States of America)	1.3%	5	1.2%	8	1.2%	13	American Indian or Alaska Native (United States of America)	1.5%	6	1.3%	9	1.4%	15
Asian (United States of America)	2.3%	9	2.0%	14	2.1%	23	Asian (United States of America)	2.0%	8	2.2%	15	2.1%	23
Black or African American (United States of America)	0.3%	1	0.4%	3	0.4%	4	Black or African American (United States of America)	0.0%	0	0.4%	3	0.3%	3
Hispanic or Latino (United States of America)	4.1%	16	2.0%	14	2.8%	30	Hispanic or Latino (United States of America)	4.4%	18	1.9%	13	2.8%	31
I do not wish to answer. (United States of America)	1.5%	6	1.9%	13	1.8%	19	I do not wish to answer. (United States of America)	1.5%	6	2.4%	17	2.1%	23
Native Hawaiian or Other Pacific Islander (United States of America)	0.3%	1	0.0%	0	0.1%	1	Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.1%	1	0.1%	1
Two or More Races (United States of America)	1.8%	7	1.3%	9	1.5%	16	Two or More Races (United States of America)	2.2%	9	1.7%	12	1.9%	21
White (United States of America)	88.5%	347	91.1%	624	90.2%	971	White (United States of America)	88.4%	359	90.0%	627	89.4%	986
Total	100.0%	392	100.0%	685	100.0%	1,077	Total	100.0%	406	100.0%	697	100.0%	1,103

The following tables reflect the number of employees by disability reporting as well as race / ethnicity:

As of June 30, 2023 Race/Ethnicity	No Reported Percent	Number	Reported Percent	Number	Total Percent	Number	As of June 30, 2024 Race/Ethnicity	No Reported Percent	Number	Reported Percent	Number	Total Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	13	0.0%	0	1.2%	13	American Indian or Alaska Native (United States of America)	1.4%	15	0.0%	0	1.4%	15
Asian (United States of America)	2.2%	23	0.0%	0	2.1%	23	Asian (United States of America)	2.1%	23	0.0%	0	2.1%	23
Black or African American (United States of America)	0.4%	4	0.0%	0	0.4%	4	Black or African American (United States of America)	0.3%	3	0.0%	0	0.3%	3
Hispanic or Latino (United States of America)	2.8%	30	0.0%	0	2.8%	30	Hispanic or Latino (United States of America)	2.8%	31	0.0%	0	2.8%	31
I do not wish to answer. (United States of America)	1.8%	19	0.0%	0	1.8%	19	I do not wish to answer. (United States of America)	2.1%	23	0.0%	0	2.1%	23
Native Hawaiian or Other Pacific Islander (United States of America)	0.1%	1	0.0%	0	0.1%	1	Native Hawaiian or Other Pacific Islander (United States of America)	0.1%	1	0.0%	0	0.1%	1
Two or More Races (United States of America)	1.4%	15	11.1%	1	1.5%	16	Two or More Races (United States of America)	1.8%	20	14.3%	1	1.9%	21
White (United States of America)	90.2%	963	88.9%	8	90.2%	971	White (United States of America)	89.4%	980	85.7%	6	89.4%	986
Total	100.0%	1,068	100.0%	9	100.0%	1,077	Total	100.0%	1,096	100.0%	7	100.0%	1,103

The following tables reflect the number of employees by veteran status as well as race /ethnicity:

As of June 30, 2023 Race/Ethnicity	Not a Veteran Percent	Number	Veteran Percent	Number	Total Percent	Number
Asian (United States of America)	1.3%	13	0.0%	0	1.2%	13
Black or African American (United States of America)	2.0%	21	4.4%	2	2.1%	23
Hispanic or Latino (United States of America)	0.4%	4	0.0%	0	0.4%	4
I do not wish to answer. (United States of America)	2.9%	30	0.0%	0	2.8%	30
Native Hawaiian or Other Pacific Islander (United States of America)	1.6%	17	4.4%	2	1.8%	19
Two or More Races (United States of America)	0.1%	1	0.0%	0	0.1%	1
White (United States of America)	1.4%	14	4.4%	2	1.5%	16
Total	90.3%	932	86.7%	39	90.2%	971
	100.0%	1,032	100.0%	45	100.0%	1,077

As of June 30, 2024 Race/Ethnicity	Not a Veteran Percent	Number	Veteran Percent	Number	Total Percent	Number
Asian (United States of America)	1.4%	15	0.0%	0	1.4%	15
Black or African American (United States of America)	2.0%	21	4.1%	2	2.1%	23
Hispanic or Latino (United States of America)	0.3%	3	0.0%	0	0.3%	3
I do not wish to answer. (United States of America)	2.9%	31	0.0%	0	2.8%	31
Native Hawaiian or Other Pacific Islander (United States of America)	2.1%	22	2.0%	1	2.1%	23
Two or More Races (United States of America)	0.1%	1	0.0%	0	0.1%	1
White (United States of America)	1.8%	19	4.1%	2	1.9%	21
Total	89.4%	942	89.8%	44	89.4%	986
	100.00%	1,054	100.00%	49	100.00%	1,103

The following tables reflect the number of employees by supervisor/manager status and race / ethnicity:

As of June 30, 2023 Race/Ethnicity	No Percent	Number	Yes Percent	Number	Total Percent	Number
American Indian or Alaska Native (United States of America)	1.1%	10	1.8%	3	1.2%	13
Asian (United States of America)	2.1%	19	2.4%	4	2.1%	23
Black or African American (United States of America)	0.3%	3	0.6%	1	0.4%	4
Hispanic or Latino (United States of America)	3.1%	28	1.2%	2	2.8%	30
I do not wish to answer. (United States of America)	2.1%	19	0.0%	0	1.8%	19
Native Hawaiian or Other Pacific Islander (United States of America)	0.1%	1	0.0%	0	0.1%	1
Two or More Races (United States of America)	1.3%	12	2.4%	4	1.5%	16
White (United States of America)	89.9%	818	91.6%	153	90.2%	971
Total	100.0%	910	100.0%	167	100.0%	1,077

As of June 30, 2024 Race/Ethnicity	No Percent	Number	Yes Percent	Number	Total Percent	Number
American Indian or Alaska Native (United States of America)	1.3%	12	1.8%	3	1.4%	15
Asian (United States of America)	2.0%	19	2.4%	4	2.1%	23
Black or African American (United States of America)	0.3%	3	0.0%	0	0.3%	3
Hispanic or Latino (United States of America)	3.1%	29	1.2%	2	2.8%	31
I do not wish to answer. (United States of America)	2.5%	23	0.0%	0	2.1%	23
Native Hawaiian or Other Pacific Islander (United States of America)	0.1%	1	0.0%	0	0.1%	1
Two or More Races (United States of America)	1.7%	16	3.0%	5	1.9%	21
White (United States of America)	89.0%	833	91.6%	153	89.4%	986
Total	100.0%	936	100.0%	167	100.0%	1,103

The following tables reflect the number of promotions by supervisor/manager status and race / ethnicity:

July 1, 2022 to June 30, 2023			
Race/Ethnicity	No (Not Supervisory)	Yes(Supervisory)	Count
Asian (United States of America)	1	0	1
Black or African American (United States of America)	1	0	1
Hispanic or Latino (United States of America)	1	0	1
I do not wish to answer. (United States of America)	3	0	3
Two or More Races (United States of America)	1	0	1
White (United States of America)	42	21	63
Total	49	21	70
July 1, 2023 to June 30, 2024			
Race/Ethnicity	No (Not Supervisory)	Yes (Supervisory)	Count
Asian (United States of America)	2	0	2
Black or African American (United States of America)	1	0	1
Hispanic or Latino (United States of America)	3	0	3
I do not wish to answer. (United States of America)	2	0	2
Two or More Races (United States of America)	1	2	3
White (United States of America)	45	9	54
Total	54	11	65

The following tables reflect the number of promotions by gender and race /ethnicity:

July 1, 2022 to June 30, 2023			
Race/Ethnicity	Female	Male	Count
Asian (United States of America)	0	1	1
Black or African American (United States of America)	1	0	1
Hispanic or Latino (United States of America)	1	0	1
I do not wish to answer. (United States of America)	1	2	3
Two or More Races (United States of America)	1	0	1
White (United States of America)	22	41	63
Total	26	44	70
July 1, 2023 to June 30, 2024			
Race/Ethnicity	Female	Male	Count
Asian (United States of America)	1	1	2
Black or African American (United States of America)	0	1	1
Hispanic or Latino (United States of America)	1	2	3
I do not wish to answer. (United States of America)	0	2	2
Two or More Races (United States of America)	1	2	3
White (United States of America)	17	37	54
Total	20	45	65

The following tables reflect the number of new hires by job category and race /ethnicity:

July 1, 2022 to June 30, 2023	Administrative Support		Officials and Administrators		Professionals		Service		Skilled Craft		Technicians		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	5.9%	1	0.0%	0	1.3%	2	0.0%	0	0.0%	0	1.1%	1	1.2%	4
Asian (United States of America)	0.0%	0	0.0%	0	4.0%	6	0.0%	0	0.0%	0	2.2%	2	2.4%	8
Black or African American (United States of America)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.1%	1	0.3%	1
Hispanic or Latino (United States of America)	5.9%	1	0.0%	0	10.0%	15	1.8%	1	0.0%	0	4.4%	4	6.3%	21
I do not wish to answer. (United States of America)	0.0%	0	0.0%	0	4.7%	7	1.8%	1	0.0%	0	4.4%	4	3.6%	12
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0	0.0%	0	0.3%	1
Two or More Races (United States of America)	0.0%	0	0.0%	0	2.7%	4	0.0%	0	0.0%	0	1.1%	1	1.5%	5
White (United States of America)	88.2%	15	100.0%	14	76.7%	115	96.4%	54	100.0%	4	85.6%	77	84.3%	279
Total	100.0%	17	100.0%	14	100.0%	150	100.0%	56	100.0%	4	100.0%	90	100.0%	331

July 1, 2023 to June 30, 2024	Administrative Support		Officials and Administrators		Professionals		Service		Skilled Craft		Technicians		Total			
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
American Indian or Alaska Native (United States of America)	0.0%	0	0.0%	0	1.2%	2	0.0%	0	0.0%	0	0.0%	0	3.3%	3	1.5%	5
Asian (United States of America)	5.6%	1	0.0%	0	0.6%	1	5.1%	2	0.0%	0	0.0%	0	1.1%	1	1.5%	5
Black or African American (United States of America)	5.6%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.3%	1
Hispanic or Latino (United States of America)	5.6%	1	18.2%	2	8.7%	14	0.0%	0	0.0%	0	0.0%	0	2.2%	2	5.7%	19
I do not wish to answer. (United States of America)	5.6%	1	0.0%	0	5.6%	9	2.6%	1	0.0%	0	0.0%	0	2.2%	2	3.9%	13
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.6%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.3%	1
Two or More Races (United States of America)	0.0%	0	0.0%	0	2.5%	4	2.6%	1	0.0%	0	0.0%	0	1.1%	1	1.8%	6
White (United States of America)	77.8%	14	81.8%	9	80.7%	130	89.7%	35	100.0%	15	100.0%	1	90.1%	81	85.1%	285
Total	100.0%	18	100.0%	11	100.0%	161	100.0%	39	100.0%	15	100.0%	1	100.0%	90	100.0%	335

The following tables reflect the number of new hires by gender and race /ethnicity:

July 1, 2022 to June 30, 2023	Female		Male		Blank		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	2	1.2%	2	0.0%	0	1.20%	4
Asian (United States of America)	3.7%	6	1.2%	2	0.0%	0	2.40%	8
Black or African American (United States of America)	0.6%	1	0.0%	0	0.0%	0	0.30%	1
Hispanic or Latino (United States of America)	9.3%	15	3.7%	6	0.0%	0	6.30%	21
I do not wish to answer. (United States of America)	1.9%	3	4.3%	7	40.0%	2	3.60%	12
Native Hawaiian or Other Pacific Islander (United States of America)	0.6%	1	0.0%	0	0.0%	0	0.30%	1
Two or More Races (United States of America)	1.9%	3	1.2%	2	0.0%	0	1.50%	5
White (United States of America)	80.9%	131	88.4%	145	60.0%	3	84.30%	279
Total	100.00%	162	100.00%	164	100.00%	5	100.00%	331

July 1, 2023 to June 30, 2024	Female		Male		Blank		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0	300.0%	0	200.0%	0	0	1.50%	5
Asian (United States of America)	0	400.0%	0	100.0%	0	0	1.50%	5
Black or African American (United States of America)	0	0.0%	0	100.0%	0	0	0.30%	1
Hispanic or Latino (United States of America)	0	900.0%	0	1,000.0%	0	0	5.70%	19
I do not wish to answer. (United States of America)	0	700.0%	0	600.0%	0	0	3.90%	13
Native Hawaiian or Other Pacific Islander (United States of America)	0	0.0%	0	100.0%	0	0	0.30%	1
Two or More Races (United States of America)	2%	4	1%	2	0.00%	0	1.80%	6
White (United States of America)	84%	138	86%	146	100.00%	1	85.10%	285
Total	100%	165	100%	169	100.00%	1	100.00%	335

The following tables reflect the number of new hires by disability reporting and race /ethnicity:

July 1, 2022 to June 30, 2023	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	4	0.0%	0	1.2%	4
Asian (United States of America)	2.4%	8	0.0%	0	2.4%	8
Black or African American (United States of America)	0.3%	1	0.0%	0	0.3%	1
Hispanic or Latino (United States of America)	6.4%	21	0.0%	0	6.3%	21
I do not wish to answer. (United States of America)	3.6%	12	0.0%	0	3.6%	12
Native Hawaiian or Other Pacific Islander (United States of America)	0.3%	1	0.0%	0	0.3%	1
Two or More Races (United States of America)	1.5%	5	0.0%	0	1.5%	5
White (United States of America)	84.2%	277	100.0%	2	84.3%	279
Total	100.00%	329	100.00%	2	100.00%	331

July 1, 2023 to June 30, 2024	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.5%	5	0.0%	0	1.5%	5
Asian (United States of America)	1.5%	5	0.0%	0	1.5%	5
Black or African American (United States of America)	0.3%	1	0.0%	0	0.3%	1
Hispanic or Latino (United States of America)	5.7%	19	0.0%	0	5.7%	19
I do not wish to answer. (United States of America)	3.9%	13	0.0%	0	3.9%	13
Native Hawaiian or Other Pacific Islander (United States of America)	0.3%	1	0.0%	0	0.3%	1
Two or More Races (United States of America)	1.8%	6	0.0%	0	1.8%	6
White (United States of America)	85.0%	283	100.0%	2	85.1%	285
Total	100.00%	333	100.00%	2	100.00%	335

The following tables reflect the number of new hires by veteran status and race /ethnicity:

July 1, 2022 to June 30, 2023	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	4	0.0%	0	1.2%	4
Asian (United States of America)	2.5%	8	0.0%	0	2.4%	8
Black or African American (United States of America)	0.3%	1	0.0%	0	0.3%	1
Hispanic or Latino (United States of America)	6.5%	21	0.0%	0	6.3%	21
I do not wish to answer. (United States of America)	3.1%	10	20.0%	2	3.6%	12
Native Hawaiian or Other Pacific Islander (United States of America)	0.3%	1	0.0%	0	0.3%	1
Two or More Races (United States of America)	1.6%	5	0.0%	0	1.5%	5
White (United States of America)	84.4%	271	80.0%	8	84.3%	279
Total	100.00%	321	100.00%	10	100.00%	331

July 1, 2023 to June 30, 2024	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.6%	5	0.0%	0	1.5%	5
Asian (United States of America)	1.6%	5	0.0%	0	1.5%	5
Black or African American (United States of America)	0.3%	1	0.0%	0	0.3%	1
Hispanic or Latino (United States of America)	5.4%	17	10.5%	2	5.7%	19
I do not wish to answer. (United States of America)	4.1%	13	0.0%	0	3.9%	13
Native Hawaiian or Other Pacific Islander (United States of America)	0.3%	1	0.0%	0	0.3%	1
Two or More Races (United States of America)	1.9%	6	0.0%	0	1.8%	6
White (United States of America)	84.8%	268	89.5%	17	85.1%	285
Total	100.00%	316	100.00%	19	100.00%	335

B. Next Biennium Affirmative Action Plan

a. Goals; Implementation, strategies and measures

Goal: Diversify ODFW's workforce

Strategy: Operationalize our values of diversity, equity, and inclusion in the recruitment and selection process.		
Action	**How it is measured**	**Who is responsible**
Post positions broadly, tracking where applicants heard about the job and what attracted them to the position	HR recruitment team monitors these responses and can pull reports from the Workday Human Resource Information System	HR recruitment team
Increase or maintain our visibility as an employer with existing colleges	HR recruitment team works with handshake and local universities to advertise job opportunities, including internships	HR recruitment team
Update current internship resources to focus on DEI and review through an equity lens	Review of these materials began in 2022 and is ongoing, the DEI committee is tracking these efforts along with HR and anticipate completion in the Spring of 2025	HR recruitment team in partnership with the DEI committee
Educate managers on hiring guidelines including information about unconscious bias	Coach individual managers situationally on unconscious bias and direct managers to resources on the Inside Page.	HR recruitment team
Encourage participation in career days and provide resources and materials to managers	HR staff discuss participation with managers and technical staff and provide resources	HR staff
Strategy: Advance agency's internship program		
Action	**How it is measured**	**Who is responsible**
Enhance our visibility as an employer with colleges/universities	HR recruitment team works with handshake and local universities to advertise job opportunities, including internships	HR recruitment team
Get contact lists for schools serving black, indigenous and persons of color, post recruitments at these locations and a broad variety of other locations	HR recruitment team will work with local universities to develop and maintain a list of DEI groups represented at these schools.	HR recruitment team

Strongly encourage intern managers to develop and hire from diverse candidate pools	HR recruitment team can pull reports from Workday on intern hires; intern candidate pools are managed outside of Workday.	Internship coordinator(s) and HR Recruitment team
Explore roadblocks to stationing diverse candidates in remote locations (housing, safety, etc.)	The DEI committee will begin meeting with a panel of interns to hear about their experience and gather feedback in September of 2024	DEI committee

Goal: Increase relationship building and belonging for current employees to support internal culture

Strategy: Educate agency on diversity, equity and inclusion initiatives		
Action	**How it is measured**	**Who is responsible**
Launch initiative to train field staff on tactical communication skills and strategies to maintain safety and respect when encountering members of the public in potentially contentious situations	Course developed and delivered starting March 2025; Number of staff trained; training feedback	Tactical Communication Committee
Maintain DEI Committee website and materials	The number of visits, and which links are used is being tracked by the DEI committee so that we can review which links employees find most useful.	Affirmative action representative
Continue to provide references and resources into Monday Morning Minutes, Commission Field Reports, and/or All Staff emails (monthly)	These meeting minutes are distributed to all staff each week	DEI committee chair
Encourage use of the DEI committee video to describe importance of diversity, equity and inclusion, for new employee resources and highlight the DEI Committee	The video is available for all staff to use on the DEI webpage	DEI committee
Continue to have DEI committee members attending staff meetings to discuss DEI efforts at the agency	Maintain a tracking the number of meetings that committee members attend each year	DEI committee chair
Continue to develop leadership awareness and buy-in on DEI initiatives: Consistently and regularly message Director Colbert's commitment to diversity, equity and inclusion	Director Colbert messages her commitment to DEI initiatives in meetings with leadership where meeting notes are distributed to all staff, as well as directly emailing all staff with messages of support	ODFW leadership team

Strategy: Training on Diversity, Equity and Inclusion for all Staff		
Action	**How it is measured**	**Who is responsible**
Develop a diversity, equity and inclusion training for ODFW staff	The training team will track the number of participants in these sessions - The development of this training began in 2023 and is planned to launch in the spring of 2025	HR training team and affirmative action representative
Add references and resources into Monday Morning Minutes, Field Report, and/or All Staff emails (monthly)	Training reminders are made available by the HR administrator and or HR staff as training dates near for each session	HR administrator

b. Outcomes or results

- We have identified and eliminated exclusionary language from job postings and continue to strive for inclusive and welcoming job announcements.
- The HR recruitment team works with managers on the purpose of internships and encourage use of the ODFW Internship Toolkit. This toolkit is currently under review and will be updated in early 2025.
- Consistently and regularly message (former) Director Melcher, and Director Colbert's commitment to diversity, equity and Inclusion and provide DEI references and resources regular basis in ODFW Monday Morning Minutes, Field Report, and/or All Staff emails.
- The people skills trilogy trainings have returned to ODFW in 2024. People Skills Trilogy; Communication: Understanding Yourself and Others, Purposeful Feedback, and A Coach Approach. The emphasis of these sessions are; to gain awareness of communication styles and differences utilizing the Champagne Hogan inventory, raise awareness of the open mindset and core skills for receiving feedback; and for composing and giving feedback, and create coaching relationships based on trust, curiosity and positive outcomes.
- The DEI committee maintains a list of books to read on DEI related subjects.
- Human Resources continuously updates the onboarding checklist.
- We reviewed the available data to assess at which stage in the recruitment candidates were no longer moving forward and found that the data available currently does not provide sufficient information to do this. We hope to review this data again in the future when we have more information to identify potential issues.
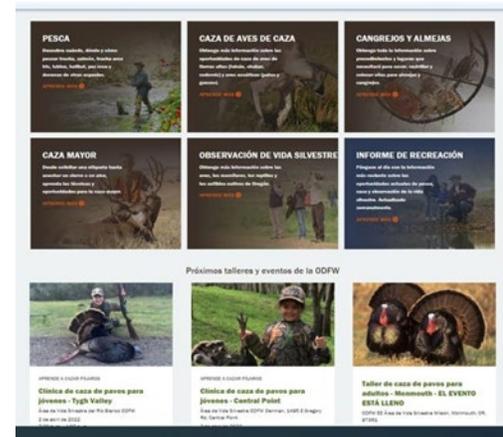
c. Recruitment

i. Targeted outreach and engagement
ODFW defines community outreach for this plan as events that target persons high school aged and above in the workforce or joining the workforce, as passive job seekers. Examples of targeted outreach efforts include:

- ODFW is seeking to be more intentional in engagement with all communities across the state, including black, indigenous, people of color, low income, veterans, and other represented

communities. As such, ODFW performs outreach activities to a variety of groups representing these communities to encourage participation and better connections to outdoor activities, which could have future impacts to interest in joining the workforce.

- In September 2023, ODFW coordinated with the Confederated Tribes of the Grand Ronde, Willamette Riverkeeper and City of Salem to harvest Wapato tubers at ODFW's Gail Achterman Wildlife Area. This cultural harvest provides opportunities to expand the range and knowledge of this traditional food.
- The Jewell Meadows Wildlife Area hosted the People of Color Outdoors group for an Elk viewing in the Fall of 2023. The team at Jewell also hosted the Hunters of Color group in January of 2024.
- In July of 2024 ODFW staff partnered with C.A.S.T for kids to host a fishing and crabbing event for people with disabilities at the Yaquina Bayfront.
- ODFW staff were present for the 2023 Oregon State Fair and provided presentations to the public.

ii. DEI presentations, training, or activities
- Outreach to local community organizations. Connecting with:
  - Organizations serving on Black Americans in urban and rural communities.
  - Organizations serving Hispanic people in urban and rural communities.
  - Organizations inviting BIPOC to hunt, fish, and other outdoor recreation.
  - Schools in East Portland with mostly underserved and lower income students.
- Reflect diversity in outreach materials including images, languages, and personal stories from current staff.
  - Prioritizing outreach materials needed to be translated for ODFW staff and agency partners.
- Collaborate with other public organizations to foster diversity and inclusion. Working with:
  - United States Fish and Wildlife Service (USFWS) to host fishing classes for urban families.
  - USFWS to host Wildlife Viewing events.
  - Washington Department of Fish and Wildlife (WDFW) to host fishing classes for urban families.
  - Oregon Department of Early Learning and Care to host hunting and fishing classes.
  - Oregon State University to host fishing and wildlife viewing events.
- Foster relationships with outdoor recreation sponsors that support diversity and inclusion. Connecting with:
  - Organizations serving Black Americans in urban and rural communities.
  - Organizations serving Hispanic people in urban and rural communities.
  - Organizations inviting BIPOC to hunt, fish, and engage in other outdoor recreational activities.
- Promote outdoor opportunities in locations and/or communities that are underserved (particularly urban communities). Connecting with:
  - Organizations serving on Black Americans in urban and rural communities.
  - Organizations serving Hispanic people in urban and rural communities.
  - Organizations inviting BIPOC to hunt, fish, and engage in other outdoor recreational activities.
  - Schools in East Portland with mostly underserved and lower income students
  - USFWS to host fishing classes and Wildlife Viewing events for urban families.
  - WDFW to host fishing classes for urban families.
- Outdoor Skills Workshops and Family Fishing Events – continue to identify ways to increase accessibility for diverse audiences, such as:
  - Teaching hunting and fishing classes in Spanish.
  - Hosting fishing events in Spanish.
  - Hosting fishing events in Urban Metro Area.

Some of the Organizations that we are currently working with:

POCO (People of Color Outdoors)	Afuera/Outdoors	Loco por la Aventura	First Hunt Foundation
Get Hooked	Juntos Afuera	Anahuac Farms	Uncharted Women Outdoors
I'm Hooked	Latino Outdoors	Living Islands	Mujeres Adelante
Hunters of Color	Centro Cultural	Womens Outdoor Collective	Oregon Migrant Families

iii. Application process

ODFW uses the Workday human resource management system for all applications. External applications can be submitted by visiting https://oregon.wd5.myworkdayjobs.com/SOR_External_Career_Site . State of Oregon employees will need to apply for state jobs through their Workday account by selecting the Career worklet icon on your home screen and click on Internal-Find Jobs, and type ODFW in the search field.

For more information on applying for jobs with ODFW, visit our Application Tips page.

iv. Internship program

ODFW offers an internship program for college students pursuing fish and wildlife undergraduate degrees. The fish and wildlife internships typically occur during the summer and are 400 hours (or 10 weeks) in duration. The majority of ODFW's internships involve field work with fish or wildlife resource management activities or research. Internships are both paid and unpaid, and some interns receive college credit for their internships.

ODFW incorporates language emphasizing selection of diversity candidates in all job postings related to interns. ODFW also utilizes Handshake, an advertising platform specifically for college aged students. In 2023 ODFW hired 24 interns. Out of the 24 positions, 16 self-identified as female and 1 self-identified as members of the BIPOC community.

d. Retention

i. Mentorship program

The ODFW DEI Committee created a Mentorship Guide that provides mentors and mentees with tools to develop a positive mentor relationship. The Guide includes a self-assessment for mentors and suggested activities. It also includes information to assist a mentee in choosing a mentor and steps they can take to be a successful mentee. This guide is available on the internal webpage and is updated as needed by the committee.

ii. DEI Training

The Human Resources (HR) Division is responsible for developing and providing training relevant to the employment relationship. Current trainings include New Employee Orientation (NEO) and New Manager Orientation (NMO). Training programs are reviewed annually and scheduled to ensure maximum participation. All ODFW employees are required to take the Discrimination and Harassment Free Workplace training as part of the onboarding process, and annually thereafter.

New Employee Orientation is mandatory training for all new employees. The curriculum includes an overview of state government, policy reviews and ethics along with other important topics. A module on Employee Rights and Responsibilities under law and policy includes a segment on Creating and Maintaining a Respectful Workplace, offering tools and techniques for employees to use to create an inclusive and respectful work environment and resolve conflicts. This also introduces all new employees to the DEI committee and resources available through the DEI webpage. ODFW also offers NEO Online Curriculum that supports quick onboarding of new employees. The ODFW Code of Conduct is also included in this training, as well as guiding staff in professional and respectful behavior that is rooted in inclusion. This encourages diversity of opinion which cultivates a culture of belonging.

New Manager Orientation is mandatory training for all managers new to management service or new to ODFW. The curriculum includes Creating a Culture of Respect and Inclusion. In this recently refined course, managers are guided through facilitated conversation and an activity to create a list of ways to engage with their staff and promote a safe, respectful, and inclusive workplace.

All new managers are required to take the Department of Administrative Services (DAS) Chief Human Resource Office (CHHO) foundational training program within 4 months of beginning their management role. This program covers critical foundational skills for managers that can be applied immediately in the workplace. This training offers a focus on nurturing inclusiveness through recruitment, psychologically safe work environments and addressing systematic imbalances.

Uplift Oregon offered a Critical Reflection Series III, specifically designed for LGBTQAI+ state workers. This series aimed to provide a platform to explore and discuss the intersectionality of wellness. This course provided a comprehensive understanding of the eight dimensions of wellness, with a particular focus on their intersectionality. The six-week series was set on Monday, February 5, 2024, and concluded on March 11, 2024. All individuals from all LGBTQAI+ backgrounds and experiences were encouraged to participate and contribute to the discussions.

The Association of Fish and Wildlife Agencies offers management assistance team webinars and course, with priority seating offered to State fish and wildlife agency staff. Currently they are offering:

- Breaking Down Stressful Situations
- Address the Invisible Injury: A Trauma-Informed Approach to Leadership (NEW!)
- Cultural Competency and Humility
- Boundary Setting for Work-Life Balance
- Understanding and Solving for People Challenges (NEW!)
- Mindfulness and Compassion in Conservation
- Adaptive Leadership Principles
- Presenting for Impact

iii. Career development
ODFW supports continuing education by encouraging employees to engage with professional organizations such as the American Fisheries Society and The Wildlife Society. The agency previously updated our policy on Training and Career Development to officially commemorate our commitment to support employee membership in professional societies, including a limited reimbursement for membership fees. This policy is available for employees to review on the internal webpage. The agency believes that employees who join job-related professional societies enhance their network, which potentially introduces diverse professionals to our

agency as future candidates, and benefit from interacting with diverse perspectives from outside the agency. These opportunities can motivate and inspire our staff and help ODFW better achieve our mission.

ODFW has developed information on career paths and options within the agency for employees and candidates who are interested in advancing in their career. We actively communicate opportunities in our external advertisements and internal communications. For example, we advertise opportunities for underfill options in our job announcements to allow candidates who do not yet meet the minimum qualifications to apply for the position and work at a lower classification until they meet the qualifications of the higher level. We also promote job rotations for internal employees to gain experience within the agency.

e. Employee Engagement
i. DEI Committee
The ODFW DEI Committee developed an action plan that advances a diverse, equitable and inclusive culture. The current DEI action plan is available to staff on our intranet as well as the public on our external page. Informing this effort, ODFW administers an annual Employee Engagement Survey each fall. The DEI Committee reviews and assesses survey results and recommends responsive actions. An example of actions undertaken by the DEI Committee include:

Development and maintenance of a DEI Committee website, including materials for managers and staff regarding diversity, equity and inclusion concepts, and a compiled a list of resources on DEI related subjects, as recommended by and for staff.

The DEI committee will begin tracking traffic numbers on the website to identify which resources are most used and which areas need improvement.

ODFW DEI Committee produced a video which describes the importance of diversity, equity and inclusion, introduces available resources and highlights DEI Committee initiatives. This video is available to staff on our intranet. With recent changes to agency leadership and committee members we are working to update the video by June of 2025.

ii. Employee Resource Groups and Affinity Groups
To better foster and support a diverse internal culture, the agency plans to launch employee resource groups for ODFW employees by December of 2024. These groups would provide a safe space for interested employees to connect with colleagues who have similar backgrounds or experiences.

iii. Employee surveys
The DEI Committee reviewed the Western Association of Fish and Wildlife Agencies (WAFWA) sponsored DEI survey results from 2022 to learn about current DEI needs.

The intent of this assessment was to provide data that will help WAFWA organizations:
- Prepare for current and projected demographics.
- Uncover culturally diverse community beliefs and practices regarding fish and wildlife, conservation, and outdoor-related programs and services.
- Identify challenges and potential resources and strategies.
- Reveal resources for increasing diversity on policy, decision-making, and organizational leadership structures.

Of 115 respondents at ODFW, 47% self-identified as male and 47% self-identified as female. 6% preferred not to disclose. 92% identify as white or Caucasian, 3% identify as Hispanic or Latino, 1% identify as Asian American, 1% identify as native American and 4% identify as Other.

Here's what that survey told us:

DEI Domains	DEI Strengths and Assets	DEI Growth and Opportunity Areas
Community Awareness	• Staff can describe the culturally diverse communities in your state and their strengths and social challenges. • Staff know their outdoor social or recreational habits. • Staff are aware of their geographic locations.	Become more familiar and develop relationships with: • Informal community leaders • Religious leaders • Minority business alliances • Know where culturally diverse communities turn for reliable information.
Community Engagement	Staff feel safe in culturally diverse communities.	Attend cultural or ceremonial functions held within or sponsored by the culturally diverse communities in your state. Contract with, or purchase goods or services from, culturally diverse merchants in your state.
Community Resources and Linkages	• Print and social media include images of culturally diverse people and communities. • Agency includes culturally diverse. • individuals on policy- or decision-making bodies. • Agency collaborates with local or state agencies when designing programs, messages, or services for culturally diverse groups.	• Develop more written materials for non-English speaking communities in your state. • Sponsor or convene DEI workshops or training activities as it concerns culturally diverse groups. • Incorporate art, reading material, or decor reflecting culturally diverse groups in the agency facilities.
Staff Development and Staffing Policy	• Ensure ADA accommodations for employees. • Have a leave policy that reflects the needs of all staff members. • Hire diverse students, interns, or fellows. • Has DEI in its mission, vision, or goal statements. • Hire bilingual staff.	• Routinely ask people diversity-related questions in the job interview process. • Establish a Limited English • Proficiency (LEP) plan. • Have a DEI metric included in staff performance reviews.
Community Outreach	Effective outreach to: • European or White community. • Youth and adolescents. • People who are seniors or elderly. • Women.	Increase and improve outreach to: • Barber shops and salons. • Neighborhood eateries. • People who are homeless. • Diverse fraternities and sororities.

C. Complaint Options

1. Formal / Informal

The Oregon Department of Fish and Wildlife takes all complaints of discrimination, workplace harassment, sexual harassment, unethical, unfair or unprofessional conduct seriously.

The ODFW Complaint form can be found on the HR Forms page on the intranet. Completed complaint forms can be submitted to:

- An immediate supervisor
- Another manager
- The Human Resource Office
- DAS CHRO (Department of Administrative Services Chief Human Resource Office)

To file a complaint without submitting the complaint form, contact the ODFW Human Resource Office or a supervisor.

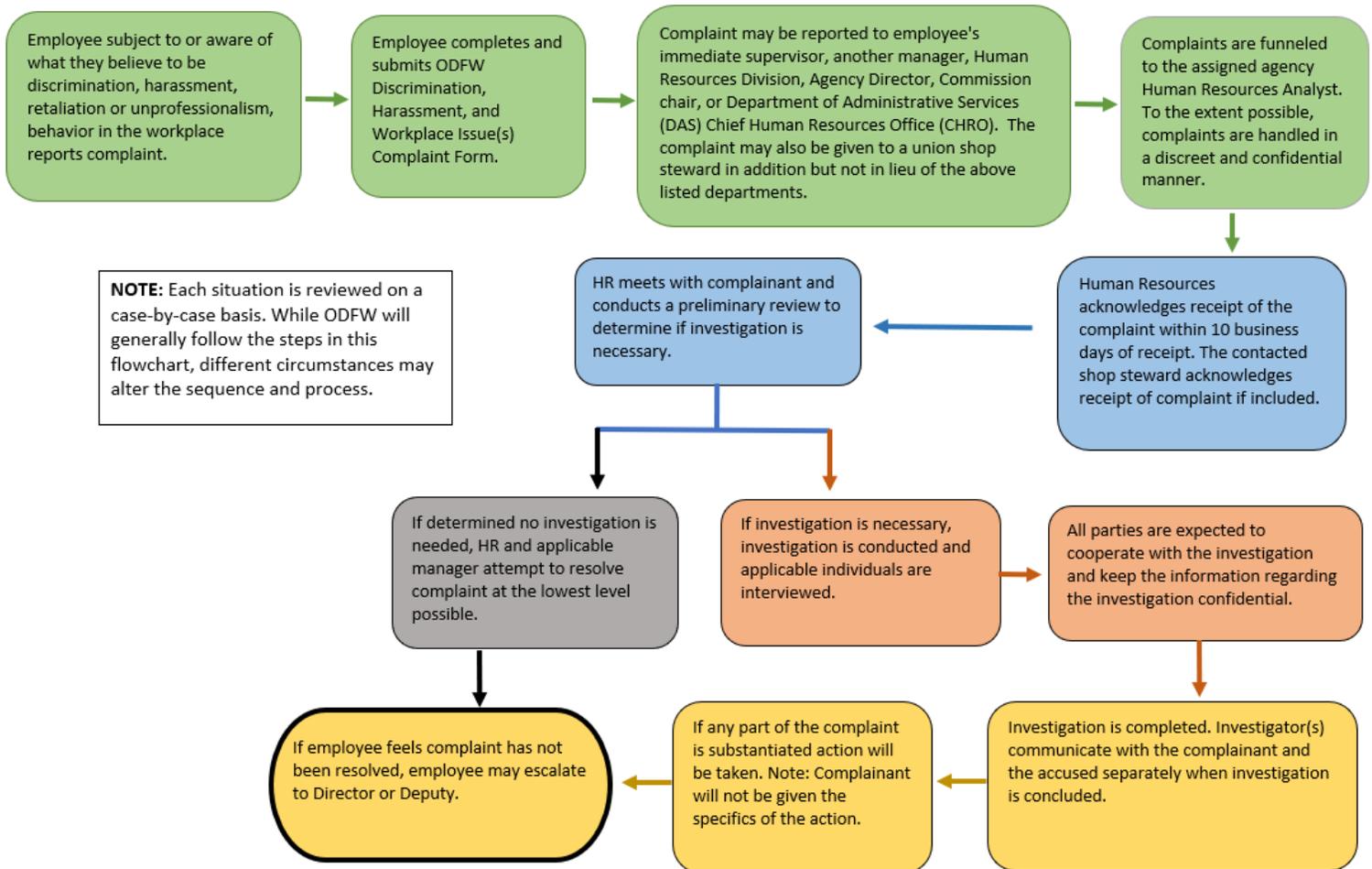## 2. Contact Information

Human Resources Office Contact Information:

Katelin Prieto, Human Resources Director
4034 Fairview Industrial Dr SE
Salem, OR 97302
FAX: (503) 947-6050
EMAIL: Katelin.Prieto@ODFW.Oregon.gov

3. Complaint Information

Oregon Department of Fish and Wildlife Internal Complaint Process for Discrimination, Harassment and Workplace Issues as of 3/11/2020

Employee subject to or aware of what they believe to be discrimination, harassment, retaliation or unprofessionalism, behavior in the workplace reports complaint.

Employee completes and submits ODFW Discrimination, Harassment, and Workplace Issue(s) Complaint Form.

Complaint may be reported to employee's immediate supervisor, another manager, Human Resources Division, Agency Director, Commission chair, or Department of Administrative Services (DAS) Chief Human Resources Office (CHRO). The complaint may also be given to a union shop steward in addition but not in lieu of the above listed departments.

Complaints are funneled to the assigned agency Human Resources Analyst. To the extent possible, complaints are handled in a discreet and confidential manner.

NOTE: Each situation is reviewed on a case-by-case basis. While ODFW will generally follow the steps in this flowchart, different circumstances may alter the sequence and process.

HR meets with complainant and conducts a preliminary review to determine if investigation is necessary.

Human Resources acknowledges receipt of the complaint within 10 business days of receipt. The contacted shop steward acknowledges receipt of complaint if included.

If determined no investigation is needed, HR and applicable manager attempt to resolve complaint at the lowest level possible.

If investigation is necessary, investigation is conducted and applicable individuals are interviewed.

All parties are expected to cooperate with the investigation and keep the information regarding the investigation confidential.

If employee feels complaint has not been resolved, employee may escalate to Director or Deputy.

If any part of the complaint is substantiated action will be taken. Note: Complainant will not be given the specifics of the action.

Investigation is completed. Investigator(s) communicate with the complainant and the accused separately when investigation is concluded.

D. Succession Plan

ODFW has developed a succession plan which identifies highly critical and critical positions. Our succession plan is developed against the backdrop of the retirement profile of the agency. The agency has a practice of maintaining a list of critical positions as a method to evaluate, prioritize and plan for workforce development to support future key vacancies. ODFW has traditionally invested in specialized, high-quality leadership development programs, strategically targeting future natural resource management leaders. We plan to continue to support participation in the following programs to build bench strength and pipeline for our highly critical and critical positions. Our culture promotes and encourages learning and development and provides the opportunities to use growing knowledge and skill through job rotation and internal progression. We believe this succession plan will further focus our efforts to strengthen the agency's resiliency in regard to key critical and highly critical position vacancies.

E. Contracting

Contracting with Minority Businesses (ORS 659A.015):

ODFW tracks and reports its contracting activities with minority businesses that fall under Business Oregon's Certification Office of Business Inclusion and Diversity (COBID). From July 1, 2023, through June 30, 2024, ODFW awarded 130 new competitively solicited contracts and purchase orders over $10,000. Nine of these contracts were with COBID firms. The COBID certifications represented by the nine contracts were as follows:

Number of Contracts by COBID Certification
7/2/2023-6/30/2024

COBID Certifications	# of contracts
Emerging Small Business	4
Women Business Enterprise	2
Multiple Certifications: Emerging Small Business Women Business Enterprise	2
Multiple Certifications: Disadvantaged Business Enterprise Minority Business Enterprise Women Business Enterprise	1
Total	**9**

ODFW uses the Department of Administrative Services-required state procurement system, OregonBuys. The system automatically notifies COBID-certified business of ODFW's competitive solicitation opportunities. In addition, ODFW procurement staff search for and contact COBID-certified firms directly for bids on informal solicitations $10,000-$25,000.

ODFW Contracting Spending

From July 1, 2023, through June 30, 2024, ODFW committed the following funds:

- $9,956,935 total awarded for all competitively solicited contracts and purchase orders over $10,000.
- $1,297,489 total awarded to COBID firms (13% of total) for competitively solicited contracts and purchase orders over $10,000.

In order to prioritize increasing ODFW's contracting with COBID certified firms, the agency has performed and continues to perform the following:
- Require new Contract Services employees to participate in the DAS Procurement Services Training, DAS - PS - Introducing the Certification Office for Business Inclusion and Diversity - Oregon Procurement.
- Provide training to staff throughout the state on how to seek out and include COBID certified businesses for small procurement opportunities.
- Attend Salem Capitol Connections (SCC) meetings monthly. The agency Designated Procurement Officer (DPO) or an alternate from Contract Services attends these meetings. The SCC's mission is to provide "Oregon entrepreneurs with opportunities to connect with public and private entities that

lead to sustainable business relationships and opportunities." The entrepreneur attendees at these meetings are generally small- to medium-sized businesses.

- Attend Governor's Marketplace events and participate in Governor's Marketplace activities, the first of which was June 5, 2024, since COVID-19. The agency DPO participated in a panel about contracting with state government with over 200 vendors in attendance. ODFW staff at the booth connected personally with over 100 vendors, many of them small and minority-owned businesses.

COBID Contract Awards
7/1/2023-6/30/2024

Award Type	Actual Spend	Actual COBID Spend	Actual COBID Percent
Construction	$1,067,476	$326,459	31%
Personal Services	$6,049,472	$816,070	13%
Goods/Commodities	$1,835,881	$0	0%
Trade/Other Service	$1,004,106	$154,960	15%
Totals	**$9,956,935**	**$1,297,489**	**13%**

Appendix

A. [ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)

B. [Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)

C. [Employee Development and Implementation of Oregon Benchmarks for Workforce Development](#) (Statewide policy 50.045.01)

    a. References:

        i. [Duties of Administrator](#) (ORS 240.145)

        ii. [Rules Applicable to Management Services](#) (ORS 240.250)

D. [Recruitment and Selection](#) (Statewide policy 40.010.02)

E. [Veterans Preference in Public Employment](#) (ORS 408.230)

F. [Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)

G. [Executive Order 22-11](#)

A. [Age Discrimination in Employment Act of 1967](#) (ADEA)

B. [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)

C. [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008](#) (GINA)

D. [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)

E. [Title VII of the Civil Rights Act of 1964](#)

        i. National Origin Discrimination

        ii. Discrimination

        iii. Race/Color Discrimination

        iv. Religious Discrimination

        v. Sex-Based Discrimination

        vi. Sexual Harassment