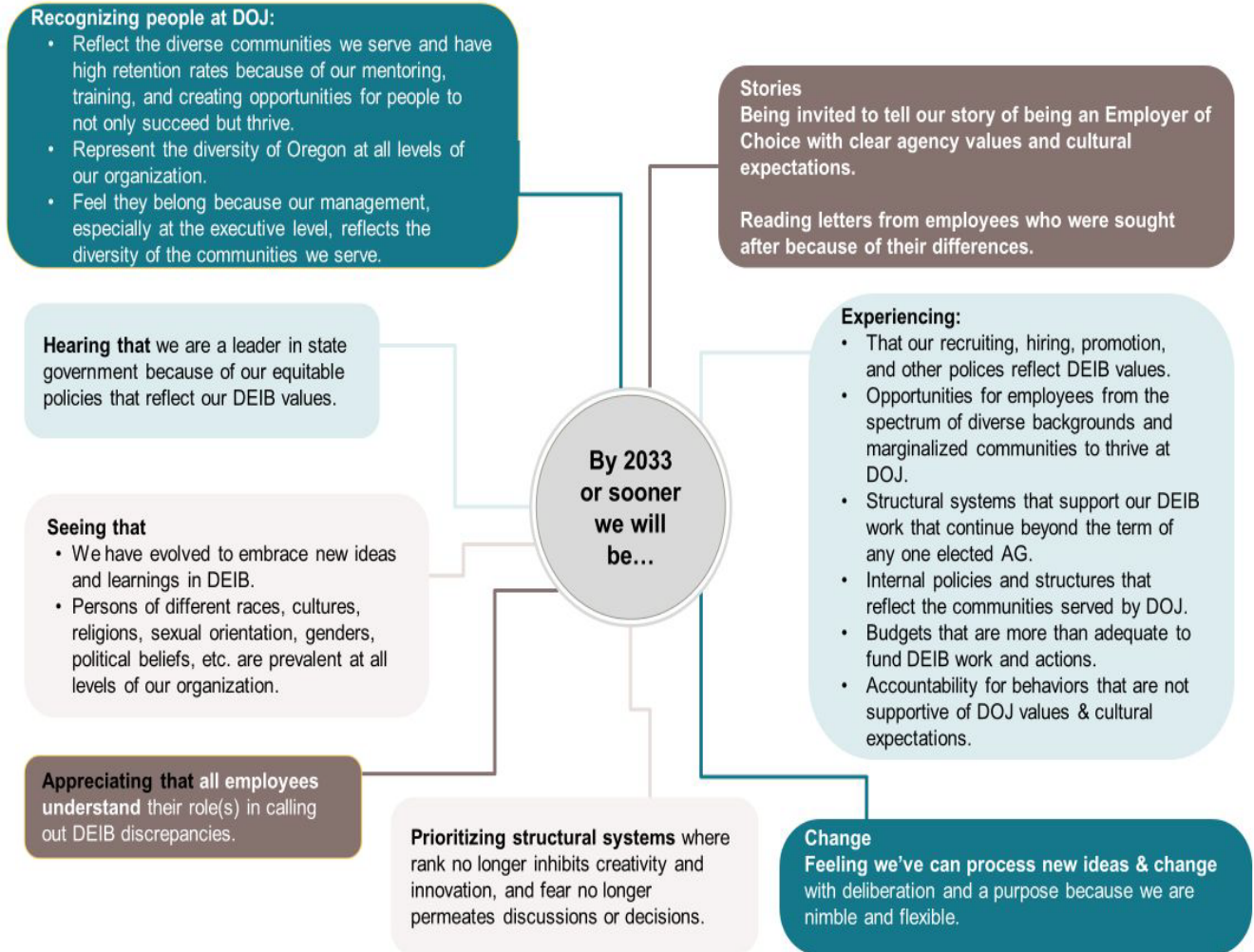




DOJ Ideal Scene

~This or something even better in the highest good of all concerned~



Executive Summary

This Diversity, Equity, Inclusion, and Belonging (DEIB) plan stems from a question posed to a group of DOJ employees during a workshop on diversity, education, inclusion, and belonging: What should the Oregon Department of Justice look like ten years from now? The answers (displayed on the graphic on the prior page) captured the group's aspirations for the future of DOJ. As the workshop progressed, the group set out to propose a plan to realize that vision. The resulting plan and related recommendations touch on all aspects of DOJ's work as a public agency, from recruitment and hiring to cultural transformation.

One of the central ideas in this DEIB Plan is creating and supporting a learning-centric culture within DOJ. Each of us comes with a distinct perspective and background that shape how we experience and understand the world. But one thing we share is a capacity to learn. Openness to learning allows us to appreciate the diverse experiences of others, open ourselves to perspectives we might not have considered, reexamine our assumptions, find connections that tie us together as an organization, and help us better relate to the people and communities we serve. In that spirit of mutual learning, this plan outlines steps for DOJ to grow as an agency that values diversity, equity, inclusion, and belonging.

* * *

This DEIB Plan begins with a proposed DEIB mission statement for DOJ that describes the learning-centric organizational culture we intend to nurture:

The Oregon Department of Justice is dedicated to working together to genuinely appreciate the richness and diversity of our people as we strive to build relationships in our professional setting to promote understanding, equity, and justice.

The plan then continues with a discussion of three overarching goals to guide our efforts in the immediate future:

1. DOJ's culture should be learning-centric and make employees feel valued and supported.
2. DOJ should reflect the diversity of our community at all levels of the organization.
3. DEIB values should be an expected and routine part of all DOJ decision-making.

The plan outlines specific steps to assist DOJ in implementing those goals, including offering training for managers and employees, strengthening DOJ's DEIB infrastructure, developing metrics to monitor DOJ's DEIB performance, and refreshing our recruitment and promotion processes. Ultimately, successful implementation depends on efforts at all levels of the organization, from executive leadership to mid-level managers to frontline workers.

* * *

This DEIB Plan represents the first steps in a journey. To move forward with DOJ's DEIB goals, this plan includes an implementation schedule outlining the steps DOJ intends to take over the next 12-18 months. The work is divided into several project paths that will overlap so that DOJ can take important first steps in the short term while working on other steps that may take a more significant investment of time and resources. As with any journey, we expect to refine the plan as we learn more along the way.

Background

This DEIB plan is the culmination of a DOJ workshop series on diversity, inclusion, equity and belonging. The workshops were facilitated by two consultants with extensive experience in DEIB work.¹ The participants were a group of 18 DOJ employees who exemplified a broad range of DOJ's workforce. Participants came from every DOJ division and included both managers and non-managers—executive-level administrators, mid-level managers, union leaders, and members of DOJ's DEIB Committee. Over the course of approximately ten months, the cohort met as a group with the facilitators for five full-day sessions and worked in smaller groups in between.

The first workshops focused on building skills related to DEIB values. As the series progressed, however, it became clear that the group was well suited and eager to apply those skills to draft a DEIB plan to help DOJ move forward in DEIB efforts over the next 12-18 months.

To create the plan, the facilitators divided the group into six study groups to work on specific pieces of the plan:

1. A business case for DEIB and DOJ-specific goals
2. A theory of change identifying the key components for success
3. A DEIB mission statement for the agency
4. An assessment of the demographic data that is or could be collected by DOJ
5. A set of principles for establishing metrics to evaluate that data
6. An implementation plan focusing on DEIB management structure.

The study groups developed ideas, exchanged feedback on drafts, and ultimately produced a report addressing each of the assigned areas.

This DEIB plan represents the refinement of the group reports into a focused and digestible set of goals and actions. The detailed work from the study groups will be a valuable resource available to those who are charged with implementing this plan.

¹ Peggy Nagae, and Cliff Jones of Capacity Building Partnerships.

Mission Statement

To set the stage for effective implementation of this DEIB Plan, the group developed a DEIB Mission Statement to guide DOJ's DEIB efforts going forward:

The Oregon Department of Justice is dedicated to working together to genuinely appreciate the richness and diversity of our people as we strive to build authentic relationships in our professional setting to promote understanding, equity, and justice.

Why these words? Each of the words in this mission statement was chosen thoughtfully:

- **dedicated:** The statement uses the word “dedicated” over “committed” because dedication reflects a passion for the work, not simply an obligation.
- **working together:** This phrase recognizes that it is *work* and work done *together*.
- **genuinely appreciate:** “Appreciate” can be an overused term, but when coupled with “genuinely,” it conveys the deeper transformation necessary; “appreciate” also holds nuanced definitions that work here, including “recognize” and “value.”
- **richness:** This term evokes complexity, value, even sweetness.
- **diversity:** No other term captures as succinctly the ranges of people in many different ways.
- **our people:** “Our” is intentional, bringing DOJ together, despite the diversity just mentioned. DOJ is a collective—internally and externally. “People” recognizes humanity, not just roles.
- **strive:** “Strive” recognizes that it is a goal, it is work, it is focused—and “we” is reiterating that it is all of DOJ and done together.
- **build relationships:** “Build” focuses on the constructive nature of the work, that it is a process; “relationships” captures that the core, the foundation of all things meaningful and transformative is found in relationship.

- **our professional setting:** This phrase identifies that this work and goal is part of DOJ's professional responsibility and reaches beyond our "4 walls" to all DOJ effort.
- **promote:** The goal is to further progress, to make an effort, and to lift up.
- **understanding:** "Understanding" does not require "agreement;" it involves respect and empathy.
- **equity:** An outcome of fairness without bias or partiality.
- **justice:** This statement bookends the statement with justice—justice in DOJ's name and justice in our goal.

The goals and implementation steps set forth in the following portions of DOJ's DEIB Plan are based on the foundational principles outlined in this DEIB Mission Statement.

Goals

This DEIB Plan outlines three overarching goals to focus DOJ's DEIB work: (1) create a learning-centric, culturally competent workplace; (2) hire and promote employees with diverse perspectives and experiences; and (3) incorporate DEIB values into all DOJ decision-making.

Goal 1: Ensure DOJ's culture is learning-centric and makes employees feel valued and supported

Creating a learning-centric, culturally competent workplace begins with fostering a culture that values continuous learning and being open to different, and sometimes entirely new, perspectives. That will require both developing the skills of DOJ employees at all levels and devoting specific resources to promoting DEIB values. The following three steps will be important to enhancing DOJ's culture:

1. Manager and human resources training

DOJ will need to offer specific training to ensure all managers and our HR teams have the skills necessary to work effectively across different perspectives and experiences. The trainings could include topics such as emotional intelligence and psychological safety, facilitating employee conversations across difference, tools to address DEIB concerns when they arise, restorative problem-solving skills, and skills to mentor and develop employees.

2. Employee training

Training efforts should not end with managers and human resources staff. DOJ will also need to enhance the cultural competency of all its employees, across all position classifications. Training in working collaboratively across difference and bias awareness is integral to fostering a workplace culture where diversity is celebrated, and inclusion is actively practiced. For external-facing positions, that training also would enhance DOJ's ability to provide culturally competent delivery of services to the public.

3. DEIB infrastructure

A successful DEIB effort requires dedicated resources and roles. DOJ will work to strengthen existing and build new DEIB-related infrastructure through two actions:

- **Seeking resources from the legislature:** Having dedicated resources focused on managing DOJ's DEIB efforts will enhance DOJ's ability to implement this plan and to follow-through with additional work in this area. DOJ is seeking funding during the 2025 legislative session for additional staffing to assist with implementation of this DEIB plan.
- **Reassessing and supporting the role of the DEIB Committee:** DOJ's existing DEIB Committee can play an important role in DEIB development and implementation of this plan. An early step in this DEIB Plan is working with the existing DEIB Committee to reassess

how they can best be structured to promote DOJ's DEIB goals and activities. That may include using the committee to refine this plan, implement portions of the plan, assist with training and gathering feedback, and share information DOJ-wide about DEIB goals and activities.

Goal 2: DOJ employees reflect the diversity of our community at all levels of the organization

DOJ employees should reflect the diversity of our community, and they should do so in each division and at all levels within the organization. That means that DOJ needs to hire and promote people with diverse perspectives and experiences. To make improvements in this area, DOJ will need to focus on three areas:

1. Developing metrics

DOJ needs to develop a fuller picture of the composition of our workforce and commit to assessing those metrics routinely. As a first step, DOJ will collect data on recruitment and hiring, employee engagement, growth opportunities, accessibility, and retention. DOJ will also expand the categories of information collected at each of those stages—for example, we do not currently collect information on gender other than a binary “male” or “female,” which is underinclusive.

2. Refining recruitment processes

A key component of DOJ's DEIB efforts is reassessing hiring and promotion practices to ensure they are inclusive and equitable. This includes revising hiring criteria and the interview process to ensure managers do not overlook promising candidates from communities impacted by inequity. DOJ will also work to emphasize DEIB values in recruitment materials and our onboarding process and encourage managers to be transparent about the criteria they use for promotion within the agency. That transparency will reinforce DOJ's commitment to equity and career development.

3. Employee retention

DOJ also can promote DEIB values by making more concerted efforts to retain current employees from diverse backgrounds. As a start, DOJ will participate in the Gallup Employee Engagement Survey to obtain baseline information about the climate within DOJ. DOJ will also consider using a regular schedule of employee engagement surveys and focused conversations to gather information on employee experiences within DOJ. Participation in surveys and focused conversations will help us gauge employee satisfaction and perceptions of the organizational culture and can guide proactive measures to foster a supportive work environment.

Goal 3: DEIB values are an expected and routine part of all DOJ decision-making

DEIB cannot function as an isolated, stand-alone part of DOJ's operations. Rather, DOJ needs to embed DEIB values into every action the agency takes. Each employee should have the tools and training needed to habitually view their decision-making through a DEIB lens. DOJ will work toward this goal by:

1. Developing best practices

DOJ will need to develop best practices for managers and human resources personnel to incorporate DEIB values into hiring decisions and day-to-day supervision. This may include creating a set of principles that help DOJ personnel consider DEIB when making decisions.

2. Setting expectations

DOJ also will need to establish and communicate to all employees our expectations relating to behavior that supports DOJ's DEIB values. This may include integrating discussion of DEIB into quarterly check-ins and other regular employee meetings and programming.

Implementation Plan

Moving forward with the DEIB Plan requires dedicated resources. DOJ is fortunate to have a core group of managers and employees who are interested in dedicating time to make this plan successful. To make the most efficient use of currently available resources, DOJ will establish a small “DEIB Core Team” of individuals who will take primary responsibility for moving the plan forward. The DEIB Core Team will include the Deputy Attorney General, will report to DOJ’s Executive Staff, and will coordinate with DOJ’s existing DEIB Committee.

Implementing this DEIB Plan is divided into five elements outlined below. Members of the DEIB Core Team are responsible for a specific element of the plan and will recruit additional resources from the broader DOJ and state agency community as necessary. Completing the implementation steps below should take 12-18 months. Work on each element can run parallel to other elements. As with any effort of this nature, DOJ expects that the plan will be refined as we learn more through this work.

Element 1 – Communication and Feedback Collection

DOJ employees represent a broad range of experiences and perspectives, but given the large size of DOJ, we have not yet been able to include robust employee feedback in this plan. Thus, an important first step will be sharing the plan with all DOJ employees to solicit input from a broader range of voices and to use that information to refine and revise this plan.

Timeline: October 1 through December 31, 2024

Steps:

- Communicate: Share DEIB Plan and DEIB Mission Statement with DOJ employees – October 2024
- Launch DEIB SharePoint site – October 2024
- Gather feedback from union leadership, DOJ leadership/managers, and full DEIB Committee – October and November 2024
- Conduct facilitated employee feedback sessions – Estimated December 2024
- Revise DEIB Plan as necessary to incorporate broader feedback – Estimated December 2024-January 2025

Element 2 – Training

As with many of the elements of this plan, training cannot be done one time and then forgotten. Continuous improvement will require periodic training over the long term. The steps outlined here encompass an effort to make initial strides in training, with the acknowledgement that any training plan will need dedicated focus and will naturally evolve over time.

- **Manager and human resources training**

Timeline: October 2024 – March 2025 (and beyond)

Steps:

- Assess training needs for DOJ’s managers and HR team – October – December 2024
- Finalize training plan – January 2025
- Launch initial training – March 2025
- Revisit and revise – throughout 2025

- **Employee training**

Timeline: Spring 2025 (*potential to occur earlier depending on available resources and work with DEIB Committee)

Steps:

- Assess training needs for DOJ’s employees – February–June 2025
- Finalize training plan – May 2025
- Launch initial training – June 2025
- Revisit and revise – throughout 2025
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Element 3 – DEIB Infrastructure

To embed DEIB efforts into DOJ daily work and culture, we need to seek additional resources, as well as use existing resources in new ways. DOJ will be seeking a DEIB Manager position, along with supporting HR resources, from the 2025 Legislative Assembly. In addition, DOJ will be working with our existing DEIB Committee to consider an expanded role for the committee to help implement this plan.

- **Seek resources from the legislature:**

Timeline: 2025 Legislative Session

Steps:

- Submit budget request as part of Agency Request Budget – August 2024
- Present budget to the legislature – Estimated April 2025 (depending on legislative schedule)

- **Reassess and strengthen the role of the DEIB Committee:**

Timeline: October 1 – December 2024

Steps:

- Initial presentation and feedback exercise – October 2024
- Discussions regarding options for expanded role – November 2024
- Refine/Revise DEIB Committee Charter as necessary – December 2024
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Element 4 – Metrics, Recruitment and Retention

Ensuring that we are working toward an environment in which our employees reflect the diversity of community, DOJ plans to take steps in three areas:

- **Develop Metrics**

Timeline: December 2024-April 2025

Steps:

- Convene workgroup on metrics to determine what metrics DOJ will collect and how often (consider hiring outside contractor to assist) – December 2024
- Finalize plan to track metrics – April 2025

- **Refine Recruitment Processes**

Timeline: Estimated to start October 2024

Steps:

- Update recruitment materials to ensure they are in-line with current DEIB best practices for hiring – Estimated January 2025
- Review hiring screening practices to ensure they support providing opportunities to candidates from diverse backgrounds – Estimated November 2024
- Develop guidelines for interviewing practices – Estimated October 2024
- Create and implement training plan for hiring managers to implement updated recruitment processes – Estimated January 2025

- **Establish Employee Retention Best Practices**

Timeline: Estimated to start in October 2024

Steps:

- Participate in Gallup Employee Engagement Survey (with added optional questions relating to DEIB) – Estimated October 2024 (timeline will depend on contract with Gallup)
- Create plan to gather continuous feedback in future through surveys and employee conversations – December 2024-January 2025
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Element 5 – Best Practices and Expectations

To implement this DEIB Plan, DOJ will need to develop best practices for incorporating DEIB values into our daily work and decision making and will need to communicate the related expectations to employees.

- **Develop Best Practices and Expectations**

Timeline: September 2024 – March 2025

Steps:

- Identify what best practices are needed (September 2024)
- Identify expectations for each best practice developed (October 2024)
- Write first draft of each best practice (October 2024)
- Consult DOJ managers/leaders, Union leadership, and DEIB Committee (November 2024)
- Finalize best practices and expectations (December 2024)
- Review best practices implementation and revise as needed (June 2024)

- **Communicate Best Practices and Expectations**

Timeline: April – June 2025

Steps:

- Communicate best practices and expectations to DOJ as a whole (SharePoint, live or asynchronous training as needed)

DEIB Plan - Implementation Timeline

