

# DEI ACTION PLAN

## OREGON STATE POLICE

2023-2025



Casey Coddling, Superintendent  
Oregon State Police  
2023-2025

3545 Trelstad Ave SE, Salem OR 97317

## A MESSAGE FROM THE SUPERINTENDENT



# Oregon

Tina Kotek, Governor

### Oregon State Police

Headquarters

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Salem, Oregon 97317

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February 2023

All Oregon State Police employees,

This letter is intended to provide a clear understanding of the importance of Diversity, Equity, and Inclusion (DEI) here at OSP. DEI is a core principle of my administration, and I believe we have a unique opportunity to continue leading State agencies in our DEI efforts and ensure we do this work well.

Honoring Diversity, Equity, and Inclusion (DEI) here at OSP is not about virtue signaling, token hires, or action plans that sit on a shelf. DEI is not about compromising or lowering our standard of excellence and reducing expectations from our workforce. In fact, doing DEI work well means just the opposite. It requires us to elevate our standards and our practices to ensure we are being strategic in affording all persons a fair and equitable opportunity for employment and advancement based on their **knowledge, skills, and abilities** as outlined in our Affirmative Action Policy (Policy 301.1). DEI requires us to raise our standards to improve customer service and continue improving internal and public-facing interactions, perceptions, outreach, and engagement efforts. Doing DEI work well means we lead by example, in our offices and in our communities to ensure we welcome differences, we protect the rights of all people, and despite our differences continue to treat everyone with dignity and respect.

While on the surface these efforts may seem new, our DEI obligations are already embedded throughout our agency values, which represent our "moral compass".

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

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

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

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

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

I am asking for OSP to reaffirm our commitment to these values and advance in our mission *to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce*.

I am asking Managers and Supervisors to be proactive in creating and maintaining a discrimination and harassment-free workplace. Hold ourselves to a higher standard (DAS Policy: 50.010.01). I am informing those who aspire to serve OSP in leadership positions, you must also meet these expectations.



Maybe most importantly, I would like to challenge our workforce to not settle for simply a "discrimination and harassment-free" workplace. My challenge would be to explore how we can raise standards and expectations to be intentional in our efforts to promote a diverse, fair, and inclusive work culture. A culture where everyone can come to OSP and contribute their best work. We are closer than we think but must continue to improve. To be an employer of choice, out recruit, and outperform other agencies we must unite in the ongoing efforts to pursue our OSP Vision of *being a leader in delivering high-quality services that support and enhance public safety in the 21st Century*.

In the coming days, weeks, and months there will be increased attention to DEI strategies and recommendations outlined in Executive Orders, the Statewide DEI Action Plan, and OSP Affirmative Action Plans which will help guide and support our improvements. Themes will include:

- Diversity, Equity, and Inclusion Education and Training
- Intentional Community Engagement
- Mentoring and developing existing staff
- Recruiting, Selecting, and On-boarding a diverse culturally competent workforce
- Use of performance evaluations/check-ins to establish goals and accountability
- Strategies outlined in the [30x30 Initiative](#). 30x30 is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in policing agencies across the United States.

To help guide and support these efforts we benefit from being one of very few agencies that have a DEI Unit which currently consists of our DEI Manager (Kenny Lowe), DEI Trainer (Aaron Hire), a vacant OPAI position, and the OSP Inclusion Team:

<b>Executive Oversight</b>		
Casey Codding	Front office	GHQ
Kenny Lowe	DEI	GHQ
<b>Team Member</b>	<b>Division or Section</b>	<b>Location</b>
Aaron Hire	DEI	GHQ
Abby King	HWR	GHQ
Cameron Jamison	Fish and Wildlife	Central Point
Craig Gunderson	Fish and Wildlife	The Dalles
Darrel Hall	Forensics	Portland
EJ Bermea	SOR	GHQ
Lauren Bowden	IT	GHQ
Michael Berkowitz	Dispatch Supervisor	SCC
Ngan Vo	Forensics	Portland
Stephanie Ingraham	HR	GHQ
Teresa Bloom	Front Office	GHQ
Tyler Steele	Patrol	Pendleton



The Inclusion team has recently updated its mission and vision (shown below) and will be recruiting additional members who want to help lead efforts across the agency.

**Vision:** To be a foundational voice in support of an inclusive culture where all members of the Oregon State Police can prosper

**Mission:** To strengthen the ongoing practice of fostering diversity, equity, and inclusion awareness through guidance, education, and collaboration.

The DEI Unit is committed to adding value to our OSP workforce through supporting recruiting, policy review, and training and development that helps maintain a competitive (strategic/tactical) advantage which helps us all improve performance and makes us safer and more effective in our jobs providing public safety services.

This agency is made up of amazing people doing great work. There are many more great people who historically haven't seen themselves working at OSP that we must welcome. I'm confident that raising our individual standards and centering our efforts around building and maintaining that welcoming high- performance culture will reenforce our reputation as a premier law enforcement agency.

Thank you for your ongoing commitment to these efforts.

Best,

Casey Coddling, Superintendent



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## AGENCY OVERVIEW

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### OSP Background

The Oregon State Police is organized as follows: Police Services Bureau, Field Operations Bureau, Public Safety Services Bureau, Gaming & Business Services Bureau, Oregon State Fire Marshal, Administrative Services, Office of Professional Standards, Office of Agency Services, and a Forensic Science & Pathology Bureau. This recently established bureau puts Oregon’s morgues and the medical examiner’s team, including six pathologists, a forensic anthropologist, and strong and committed support staff, under the same umbrella as the 141 staff working in Oregon’s five regional crime labs. The move is designed to improve communication, collaboration, and efficiency of the work performed. Police operations are supported by three Region Headquarters with 36 Area Command / Worksite offices.

### OSP Mission Statement:

Founded in 1931, the mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce.

### OSP Vision Statement:

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

### OSP Values/Guiding Principles:

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

#### Honor

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

#### Dedication

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

#### Loyalty

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

#### Compassion

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

#### Integrity

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



## REPRESENTATIVES & CONTACTS

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### AGENCY DIRECTOR/ADMINISTRATOR

Casey Codding – Superintendent

### GOVERNOR’S POLICY ADVISOR FOR OSP

Constantin Severe – Public Safety and Military Policy Advisor

### AGENCY DEI/AA REPRESENTATIVE TO THE GOVERNOR’S OFFICE OF CULTURAL CHANGE

Kenny Lowe - Diversity Equity and Inclusion (DEI) Manager

### LEAD FOR BUSINESS EQUITY: COBID/BUY OREGON

Sharon Domaschofsky – Business Services Manager & DPO

### AGENCY DIVERSITY EQUITY AND INCLUSION STAFF (3.0 FTE)

Kenny Lowe, DEI Manager (HR Manager 2)

Oregon State Police, GHQ

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Aaron Hire MA/MBA, DEI Trainer (TDS2)

Oregon State Police, GHQ

3565 Trelstad Ave SE, Salem, OR 97317

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Phone: 971.283.5194

DEI Analyst (OPA1)

Oregon State Police, GHQ

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Email: Phone: 503.383.5116





# DIVERSITY EQUITY & INCLUSION ACTION PLAN





## HISTORICAL ADDRESS

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To begin our inaugural Diversity, Equity, and Inclusion (DEI) Action Plan, the Oregon State Police first acknowledges the State of Oregon’s horrific [history](#) of hate, oppression, hypocrisy, and violence. We recognize that for many people, interactions with law enforcement may have caused harm. We also understand that nearly everyone carries secondary traumatic stress from witnessing tragic accounts of inhumane and unethical policing across the nation. Through this initial DEI Action plan, the Oregon State Police admits that we have occasionally fallen short of earning and maintaining the public’s trust, that we seek forgiveness and resolution for our failures, and offer this plan as a corrective path toward reconciliation and earning the authority given to us by the people Oregon.

To truly address our state’s history, we must start by recognizing that all phases of traditional collection, assessment, and dissemination of information regarding Oregon’s history are achieved through a Eurocentric worldview. It is through this worldview, that many scientists and historians support the notion and evidence of human inhabitation in this region dating back only [12,000 years](#). More importantly, we must recognize and accept the oral traditions and cultural notions of time held by Indigenous peoples – that maintain stories and historical teachings of being created here and having existed here since time immemorial – an indefinite record of history predating European contact.

Our [western history](#) says that by the 16th century, the territory we call “Oregon” was believed to be home to both autonomous indigenous groups as well as organized tribes we today call the Bannock, Burns Paiute, Chinook, Coquille (Ko-Kwell), Kalapuya, Klamath, Klickitat, Molala, Nez Perce, Shasta, Takelma, Umatilla, and Umpqua tribes. Today there are [Nine Federally Recognized Tribes](#) remaining in this territory whose experience the Oregon State Police understands reflects irreparable harm. The Diversity, Equity, and Inclusion efforts at Oregon State Police realize this significance and seek the mercy of those who continue to be harmed by a Eurocentric society that remains unwelcomed visitors on land we were not invited to occupy.

Foundational to Oregon’s documented history and statehood as the nation’s 33rd state, is the evidence of hypocrisy and harmful oppression that often undermines Government legitimacy. Reconciling the hypocrisy and ensuring fairness moving forward informs our Diversity, Equity, and Inclusion efforts today.

In September of 1857, the authors of the [Oregon Constitution](#) and Bill of Rights stated:

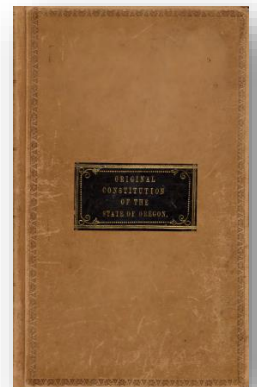
*“No law shall be passed granting to any citizen or class of citizens privileges, or immunities, which, upon the same terms, shall not equally belong to all citizens”.  
(Article I. 20)*

However, Article II Section No. 6 also states:

*“No Negro, Chinaman, or Mulatto shall have the right of suffrage”.*

And furthermore, our founding document reads:

*“No free Negro, or Mulatto, not residing in this state at the time of the adoption of this constitution, shall come, reside, or be within this state, or hold any real estate, or make any contracts, or maintain any suit therein; an the Legislative Assembly shall provide by penal laws, for the removal, by public officers, of all such Negroes, and Mulattos, and for their effectual exclusion from the state, and for the punishment of persons who shall bring them into the state, or employ, or harbor them.” (The free Negro clause was repealed, November 3, 1926, infra. It was Section 35 of article I.)*



The subsequent elections in November of 1857 saw Oregon vote to both ban slavery and put into law the exclusion of free Blacks from the state with the before mentioned language codified into the state's constitution. Exclusionary laws were repealed nearly 70 years later in 1926. Despite the repeal in language, Oregon saw the organizing and [voting power](#) of hate groups like the [Ku Klux Klan](#) and the widespread use of hateful practices around the state such as sundown laws, [redlining](#), [yellow lining](#), deed restrictions, and other forms of [discriminatory covenants](#) that allowed for a mix of social, public, and private enforcement of segregation and racist exclusionary housing, education, and economic practices. These discriminatory practices served as barriers to Black populations migrating to Oregon and those who were here struggled to build and generate wealth in the form of employment, home ownership, and the acquisition of land. Overtly racially-driven housing practices lasted for decades until the passing of [the Federal Fair Housing Act of 1968](#), which officially made racial discrimination in housing illegal. To this day, it remains possible to see the racist exclusionary language on some original property deeds from Oregon homes that predate 1968. The impacts of these exclusionary practices served as explicit and hostile gestures that were largely successful in keeping and maintaining a strategically homogenous population here in Oregon. The compounding impacts of such practices limited educational and economic opportunities for those people of color who lived in Oregon and were often relegated to the margins of society.

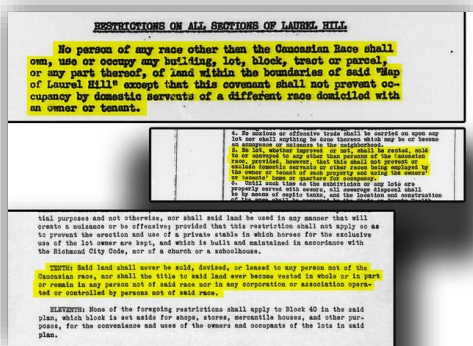


This deed of dedication is made expressly subject, however, to the following conditions and restrictions, to-wit:-

1. All dwellings shall be erected at least twenty (20) feet from the street line of the said lots, as indicated on the said plat attached hereto and expressly made a part hereof.
2. That no lot, nor lots, nor any part or parts thereof in the said subdivision, nor any interest therein, shall ever be conveyed, leased or devised to anyone not of the Caucasian Race.

The foregoing restrictions and conditions are each constituted as covenants to bind the said land and all subsequent owner or owners thereof, either in whole or in part.

It is also important in this historical address to recognize that in the years following the civil war, resources were distributed to former Confederate states and other institutions that excluded Blacks from higher education at the behest of the federal government. These resources contributed to educational and economic development and the expansion of [Historically Black Colleges and Universities](#) across much of the East and Southeast United States. These institutions of higher education were established with the purpose of providing training and education to the freed Black populations allowing for [increased upward mobility](#) and access to the 19th-century job market.



As a northern state whose institutions did not explicitly ban Black enrollment, Oregon did not receive such economic incentives to develop institutions of higher education for the Black population in our region. While Oregon institutions were not explicitly segregated, on-campus housing was not permitted, and community housing options were often restricted by ordinances and before-mentioned restrictions that required Black occupants to be an indentured or domestic servants to



the property owner. As a result, Black Oregonians did not have equal access to the education and training needed to be competitive for employment that requires advanced education or degrees. The impacts of these inequities created a unique disadvantage for the local Black population who for generations have lacked equitable access to opportunity. Even presently, Black applicants who've benefited from generational access and proximity to [HBCUs have more advanced credentials](#) and are viewed as more [competitive in employment markets](#) in contrast to those Black Oregonians with stronger connections to the pacific northwest.

Additionally, the Oregon Constitution also reflects the troubling pattern of weaponizing law enforcement or “public officers” to protect the interests and comforts of the dominant culture. This use and misuse of law enforcement is a part of the deep-rooted hypocrisy that is inextricably connected to both Oregon and our Nation’s governmental systems. These systems were built and [continue to re-enforce structures that create disparities](#) by promoting and protecting the interests, communities, and safety of a select few instead of the rights and freedoms of all people. As the law enforcement arm of these state and national systems, Oregon State Police recognizes that the institution of policing in the United States has been mobilized to uphold and perpetuate inequity for far too long. To this end, OSP reaffirms our commitment to fair and impartial policing with our core value of Honor: *“We will honor the mission entrusted to us by preserving the peace and protecting the rights of all people”*.



As leaders we now have an obligation to walk the path toward reconciliation, renewing, and in many cases, establishing relationships with communities who have experienced marginalization and injustice. We recognize that to be effective in dismantling systems of oppression the Oregon State Police must be as intentional in creating equal opportunities and ensuring systems of fairness and inclusion for all.

With that goal in mind, the Oregon State Police wishes to reassure our communities that we do not condone and will not tolerate acts of bigotry, discrimination, and oppression. We take all allegations of bias seriously, investigate them thoroughly, and report findings transparently as our ongoing committed to eradicating racism, misogyny, and all forms of bigotry from our profession. In this biennium, as a part of operationalizing our DEI Action Plan, the Oregon State Police commit to being increasingly proactive in training and developing our workforce to a standard of excellence in public service that ensures we treat all people with respect, dignity, and fairness. It is vital as a premier law enforcement agency that the Oregon State Police remain well-trained and educated on varying positionalities and fulfill our duties with the utmost understanding and empathy in our interactions within all communities. This is especially true for those communities where we seek to make a positive impact with those who have historically experienced marginalization and inequity.

Our agency is transparent in acknowledging that our workforce has not historically reflected and does not currently reflect the demographics of our state, or nation. Law enforcement as a profession has never historically reflected the gender demographics of our societies. Oregon State Police has set a course to improve upon these disparities and outline our successes and continued strategies in our [2023-2025 Affirmative Action Plan](#).



The combined strategies of our Affirmative Action Plan and this Diversity, Equity, and Inclusion Action Plan set a bold and ambitious course of action with the goal of leading State agencies and the law enforcement profession in a positive direction.

The Diversity, Equity, and Inclusion Unit within the Oregon State Police, as an extension of the people of Oregon, believe that all people are equal in right: that all power is inherent in the people, and that any authority the people of Oregon give to the Oregon State Police is instituted for their peace, safety, and happiness.

The Diversity, Equity, and Inclusion Unit's vision for the State of Oregon is that justice be established, order maintained, and liberty perpetuated. Oregon State Police is working to ensure we are a welcoming, high-performing agency that recruits, retrains, develops, and supports a talented, diverse, highly skilled, and qualified workforce. Diversity, Equity, and Inclusion work done well are (work)force multipliers in these efforts.



## DEI ACTION PLAN - INTRODUCTION

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### **Diversity & Inclusion Statement:**

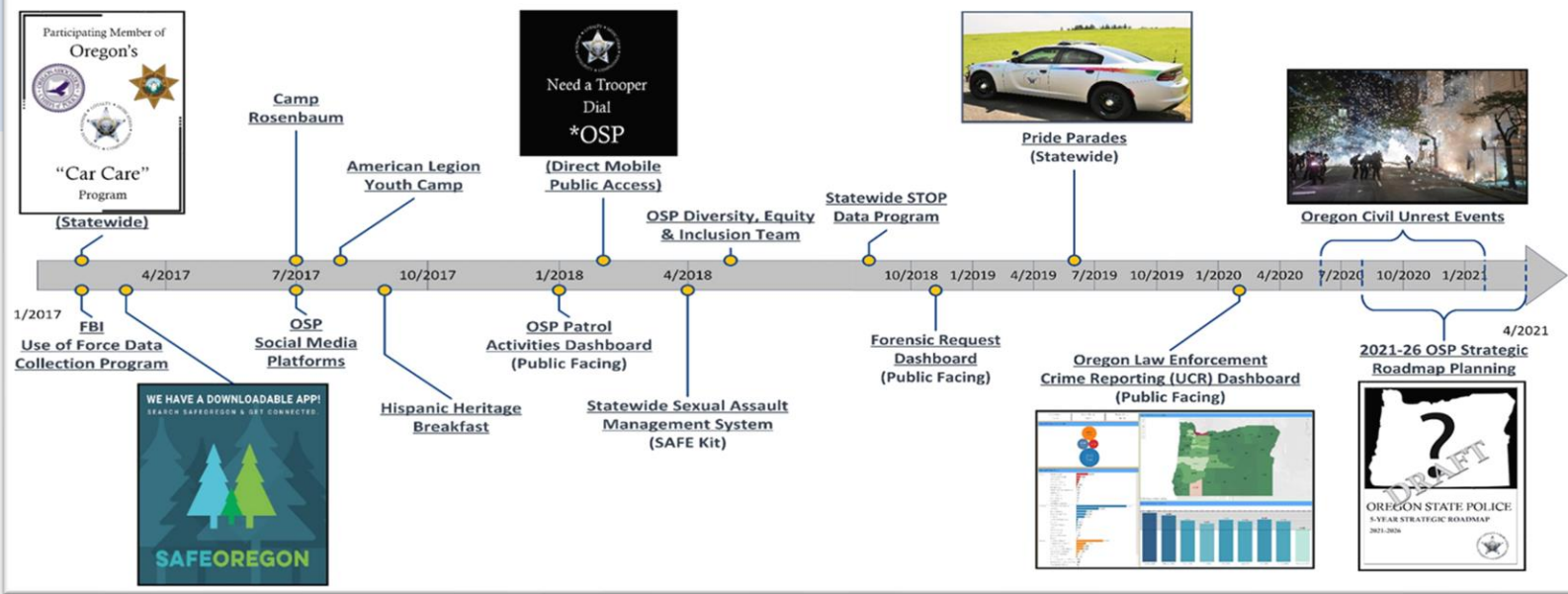
Oregon State Police (OSP or Department) partners with the Governor's Office of Cultural Change to ensure alignment with enterprise efforts to promote diversity, equity, and inclusion. This includes but is not limited to, ensuring all OSP employees strive to be culturally responsive and promote the ongoing practice of fostering an inclusive workplace culture in support of our agency's commitment to protecting the people, property, and natural resources of the state. OSP recognizes that the legitimacy of our authority is provided by the people we serve and that operationalizing diversity, equity, and inclusion is foundational to building and maintaining community trust. Our workforce is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees bring to their work represents a significant part of our culture, our reputation, and our achievement. We value our employees' differences in age, ability, race, ethnicity, family or marital status, gender identity or expression, language, national origin, political affiliation, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique and enrich our agency. Our employees comprise the foundation of service for the Oregon State Police, and we stand committed to an increased effort to recruit, hire, train, develop, and support a workforce that reflects the diversity of our Nation. This commitment and ongoing practice will strengthen the Department and make us more effective in carrying out our mission.



### **Oregon State Police DEI Journey:**

In 2014, the Oregon State Police Agency became an active member of the Statewide Diversity Conference planning team and has increased the number of employees sent to the event each year, including classified, sworn, professional and executive staff in the registration. OSP was a co-sponsor for the annual *State Diversity & Inclusion Conference* in September 2015 and September 2016. In 2015, fifteen employees attended the conference. OSP's first participation in this annual event created momentum, and in 2016 the number of participants in attendance rose to 40 employees.

OSP also launched its [5-Year Strategic Roadmap](#) in 2016, including a first strategic focus area of improving *Diversity, Equity, Inclusion & Employee Services*. This enabled creative agency-wide initiatives to bolster the recruiting and retaining of diverse people through June 2021. In total, our divisions undertook 195 initiatives to address the four strategic focus areas throughout the agency. Action plans were implemented to improve services and core processes, build new programs, enhance our data capabilities, and increase transparency and efficiencies. Additionally, progress on action plans was measured and tracked to maintain accountability. Below is a timeline highlighting a few of the initiatives OSP implemented or engaged in:



During the 2015-2017 biennium, our agency made a concerted effort to increase the visibility of vacancy announcements to underrepresented groups. Forensics Division staff provided training on methods of outreach to bolster our recruiting profile both locally and nationally for hard-to-fill positions, participated in career events, and attended DEI professional development sessions – all while maintaining their required job functions. This was coupled with advertisements showcasing Forensics and offering opportunities to interface with staff and learn about the job roles at OSP.

During the fall of 2016, two staff members visited four Historically Black Colleges and Universities (*Alcorn State University shown right*) serving as guest lecturers in STEM and Social Science courses. Presentations were delivered in a number of content areas including: *The Role of a Scientist in a Forensics Environment, Understanding Ethics in the Public Sector, Public Personnel Practices, Molecular Biology, Forensic Chemistry, and Law Enforcement*. The two staff members delivered 25 separate presentations and reached more than 450 potential applicants with multiracial profiles. These interactions allowed OSP staff to share knowledge with students that reportedly had little exposure to the mechanics of law enforcement agencies, and showcased how their educational pursuits could lead to a fulfilling career.



In 2017, Executive Leadership also committed to creating and then launching an Inclusion Team. This selected group has played an integral role in increasing the DEI efforts and initiatives across the agency and was codified into OSP policy in 2018 to provide permanent guidance and leadership in the areas of diversity, equity, and inclusion. The OSP Inclusion Team received national recognition in 2020 speaking at the national [Facing Forward Conference](#) (pictured below).

**Crime Scenes, Sirens and an Inclusion Team?! How a State Police Agency Embedded DEI into Their Practices**

March 11, 2020, 9:45 am - 11:15 am

200F

Intermediate Government

Chrystal Bell, Oregon State Police | Blake Dye, Oregon State Police | Matthew Eggert, Oregon State Police  
Travis Hampton, Oregon State Police | Stephanie Ingraham, Oregon State Police

This is the story of how a mostly white, mostly male law enforcement agency built an Inclusion Team. Examine key concepts that moved this agency's DEI efforts from conception to development into action and take a look into the transformational power of this work while providing the real challenges that continue. For example, to support Pride, Oregon State Police displayed a patrol car with a rainbow livery. Learn about the agency's response to negative reactions, some from within the organization.



From 2018-2020, the Oregon State Police continued the strong tradition of innovative and proactive police reform. Examples from the timeline above include the collection and production of [traffic stop data](#) and use of force data from over 20 years, the implementation of the agency “Pride Cars” (pictured right) to support the LGBTQIA+ community, the Department’s [Car Care Program](#) that promotes education over enforcement, the use of in-car video systems for nearly a decade, the incremental deployment of body-worn cameras to our sworn ranks, and a public-facing [Crime Reporting Dashboard](#).



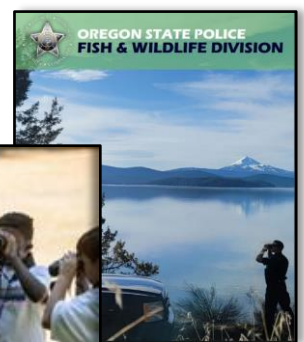
The tragic events across the country in 2020 led to a demand for additional police reforms and increased accountability. Department leadership responded to these demands by introducing the concept of building a “DEI Team” in the ‘21-‘23 Policy Option Package to increase accountability, transparency, diversity, equity, and inclusion infrastructure. Funding to create a *Health, Wellness & Resiliency (HWR) Unit*, as well as a *Diversity, Equity, and Inclusion (DEI) Unit* was secured shortly after. The creation of the DEI team included position authority and general funds to support three positions dedicated to continuing and improving the agency’s efforts toward diversity, equity, and inclusion. With the onboarding of DEI Manager Kenny Lowe in April of 2022, and recruitments of a DEI Trainer (TDS2) and a DEI Analyst (OPA1) in 2023, the DEI Unit is now equipped to ensure ongoing compliance with [EO 22-11](#) and will continue operationalizing DEI.

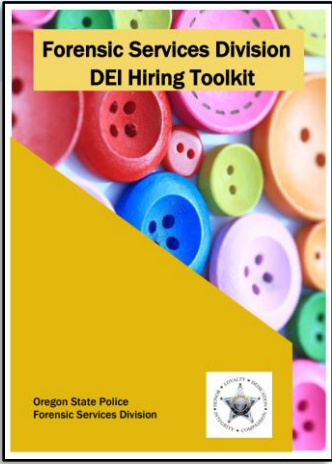
OSP Leadership met with the DEI Manager in July of 2022 to develop initial DEI-related strategic objectives which included: Increasing internal stakeholder engagement with DEI work by conducting information sessions, building relationships with statewide offices through visits and in-person conversations, reenergizing the agency Inclusion Team, DEI participation in standardized Leadership Training Academy to better prepare newly promoted Lieutenants and Sergeants for their new responsibilities, DEI presentations for all new employee orientations, the planning of an agency-wide



Training, Education, and Development Plan (TEDP) to support the ongoing development a culturally competent workforce, and DEI assistance with division directed marketing/outreach plans and recruitment strategies to diversify recruiting and outreach to new communities (example shown left). Additional divisional DEI-related strategic objectives include Policy and process for fulfilling multi-lingual records requests to improve the accessibility of records to non-English speaking individuals, web-based dashboards for all divisions to improve public accessibility to statistics, and standardization of the Field Training and Evaluation Program (FTEP) to ensure all Recruits are evaluated consistently and equitably across the state.


The [Fish and Wildlife Division](#) engages in weekly public outreach events [across the state](#) and continues to attempt new outreach strategies. A small portion of these activities are highlighted in their [monthly newsletter](#) (shown right). In collaboration with the DEI Unit, in this biennium, the Fish and Wildlife Division is working to increase intentional outreach and engagement efforts to groups the division hasn’t historically worked with. This includes DEI Unit efforts to help engage a variety of organizations that promote outdoor recreation, fishing, and hunting to historically marginalized and underrepresented populations in Oregon.





Throughout 2022-2023, the [Forensic Services Division](#) has been proactive in creating division-directed goals informed by DEI. This division of OSP has provided multiple representatives to the OSP Inclusion Team since 2016 and has also created tools like the [DEI Hiring Toolkit](#) (pictured left), filled with strategies that include equitable interview practices, suggested learning and training materials, and strategies to mitigate against bias in the interview panels, interview questions, and throughout the hiring process. In collaboration with the DEI Unit, the Forensic Services Division also worked to develop marketing strategies and materials to aid in attracting and recruiting a more diverse workforce. The division developed bilingual marketing material (example shown to the right).


Forensic Division leadership has also been strategic with increasing stakeholder engagement efforts with a goal of developing long-term sustainable partnerships with higher education institutions. This includes outreach to Universities' Colleges of Science, Career Development Centers, & Multicultural Centers. These partnerships have resulted in increased participation in Career Fairs, including the [University of Oregon's Casual Career Conversations](#), and [Oregon State University's Science Pro](#) (pictured below). These career programs encourage students to explore diverse career paths and begin developing their professional networks by connecting with alumni and employers. Oregon State Police understand the importance of these strategic investments and building relationships with BIPOC, first-gen college students, as well as other communities that haven't historically seen themselves working for a law enforcement agency.



Networking

### Casual Career Chat: Government & Global Affairs

Tuesday, October 25, 2022 4:00pm - 5:30pm PDT



University of Oregon

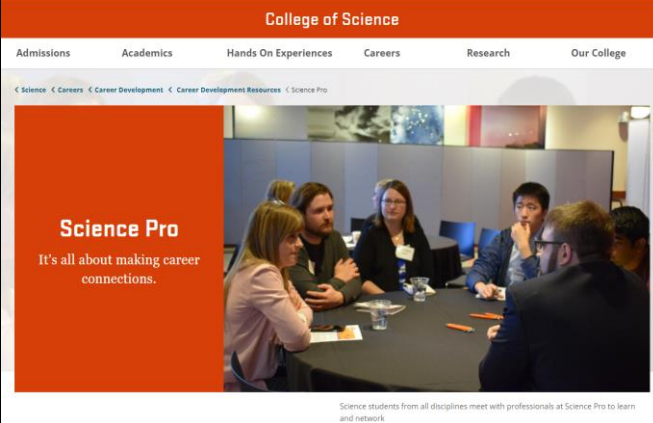
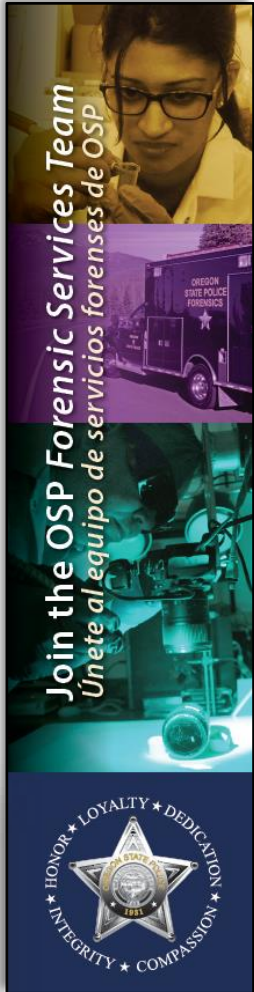
Rotate through casual small group chats with alumni, professionals, and employers to learn more about their career paths and get advice about how to find career-building opportunities and connections for your future in Government and Global Affairs.

Open to all majors! Bring a friend! Dress Casual! Enjoy yummy FREE snacks!

All participants will walk away with new connections and contact information to follow up with anyone you want to learn more from!

Participating Organizations

- \*AmeriCorps
- \*Bonneville Power Administration (BPA)
- \*Partnership for Public Service
- \*Federal Bureau of Investigation (FBI)
- \*Peace Corps
- \*U.S. Forest Service Willamette Nat'l Forest
- \*Oregon Department of Forestry
- \*Oregon State Police
- \*Oregon Department of Forestry
- \*City of Eugene
- \*Lane County
- \*WorldOregon
- \*Holt International
- \*UO Global Works



## DEI ACTION PLAN – MISSION & OBJECTIVES

### Mission and Objectives:

The mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce. Oregon State Police recognizes that we cannot truly uphold our mission of serving *all people* if some lives, property, and natural resources are seen and/or demonstrated as being more important than others.

Our enhanced [2023-2025 Affirmative Action Plan](#) is bold and clear in outlining specific steps we are taking to operationalize each of our affirmative action strategies.

The strategies explicitly work on dismantling institutional and structural racism in our state agency and reenforce our commitment to affording all persons a fair and equitable opportunity for employment and advancement on the basis of their knowledge, skills, and abilities. Moving forward, our Affirmative Action Plans will be closely integrated into, and will inform our overarching Diversity, Equity, and Inclusion Plans each biennium.



The main objective of the Oregon State Police DEI Action Plan is to address and incrementally correct the longstanding barriers that have been built into the institution of law enforcement and the infrastructure of our governmental agency. We do this by identifying what elements of our tradition are vital to mission success and worthy of being preserved, and by exploring what policies and practices in our agency limit our potential to serve all people (i.e., barriers to our desired outcomes and culture). We improve upon those limitations and establish methods of accountability to ensure progress toward our vision of excellence as we attract a diverse, highly-qualified, workforce that provides premier public safety services.

We have organized our DEI Action Plan to align with the recommended strategies in the State of Oregon’s 2021 [Diversity, Equity, and Inclusion Action Plan](#), Governor Kotek’s [2023 Oregon Agency Expectations](#), the OSP [2023-2025 Affirmative Action Plan](#), and the four strategic focus areas from the Oregon State Police [5-Year Strategic Road Map](#). The planning process required careful thought and accountability in laying out how these varying interests intersected and overlapped. We start with a strategic outline to show what specific activities we are currently doing to address our DEI strategies, and how we are meeting above stakeholder expectations, along with naming our goals for the ’23-’25 biennium. Many strategies and goals listed below are identical to strategies within our 2023-2025 Affirmative Action Plan are noted below. Additionally, references to the State DEI Plan, OSP 5-Year Strategic Roadmap, and Oregon Agency Expectations are also noted. Following our outline, we highlight exceptional strategies unique to OSP in more depth and detail. Operationalizing our DEI Action Plan is truly an agency-wide collective effort that would not be possible without the innovative and forward-thinking champions in each division.

## DEI ACTION PLAN - STRATEGIC OUTLINE

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1. **Creating Diversity, Equity, & Inclusion Infrastructure**<sup>1</sup> *(State of Oregon DEI Strategy 2)*
  - a. Permanent DEI Positions and Roles
    - i. **Inclusion Team** *(OSP Policy 102.3)*
      1. Goal: Onboarding of new members agency-wide
    - ii. DEI Manager (HR Manager 2), Trainer (TDS2), and Analyst (OPA1)
      1. DEI Infrastructure Accomplishments *(found in '23-'25 AA Plan)*
  - b. **DEI Unit Integration** throughout the agency
    - i. Enhancing recruitment and assessment *('23-'25 AA Plan Strategy 1)*
    - ii. Creation of a formal Inclusion Team policy review process
    - iii. DEI Unit Inclusion in interview, onboarding, promotional & complaint processes
    - iv. Goal: DEI Unit to examine the makeup of interview and promotional panels
    - v. Goal: DEI Unit/Inclusion Team to review outdated job requirements
  - c. Adoption of the **30x30 Initiative** *(signed 1/18/23)*
    - i. Goal: Complete *Phase 1: Baseline Data Collection (due July 2023)*
    - ii. Goal: Complete *Phase 2: Diagnostic Data & Demographics (due January 2024)*
    - iii. Goal: Submit *Final Strategic Plan (due January 2025)*
  - d. **Health, Wellness, and Resiliency Unit**
    - i. 24/7 employee peer support
    - ii. Submission of OSP Agency Wellness Plans<sup>2</sup> each biennium
    - iii. Creation of internal and external resources to support Body/Mind/Spirit: emotional management, neurodiversity, cognitive-behavioral diversity, trauma, mental health, physical health, spirituality, and overall wellbeing agency-wide
    - iv. Voluntary Cardiac Health Screenings are offered to all high-risk professions: sworn, dispatch, medical examiners, and some forensics employees
    - v. Goal: Recreation of OSP Wellness Committee
    - vi. Goal: 3-year strategic plan to expand the CIRT team, and access to resources
  - e. **DEI Training, Education & Development Plan**
    - i. Developing a culturally competent workforce through Identifying, building, and maintaining a desirable DEI training curriculum *('23-'25 AA Plan Strategy 2.2)*
    - ii. Goal: Continual collaboration with Division Leads in assessing DEI training topics
    - iii. Goal: DEI Trainer to create yearly *Training Needs Assessment*
    - iv. Goal: Tracking staff participation in diversity, equity, and inclusion training
    - v. Goal: In-person training & development presentations available upon request for topics related to cross-cultural competence, workplace diversity, sexual harassment, and conflict resolution.
2. **Racial Equity Action Plans** *(State of Oregon DEI Strategies 1, 5 & 8)*
  - a. Submission of biennial **Affirmative Action Plans**
    - i. Biennial progress updates for accountability (accomplishments, gaps, goals, etc.)
    - ii. Goal: Yearly review and revision of AA Plan strategies & goals

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<sup>1</sup> Oregon State Police 5-Year Strategic Focus No. 1: DEI and Employee Support

<sup>2</sup> State Agency Expectations – Executive Order No. 17-01, #3



- b. **Disaggregated Data Analysis** *(State of Oregon DEI Strategy 5)*
  - i. Demographic Analysis *(Full Information found in '23-'25 AA Plan)*
  - ii. Trends Analysis: Year-over-year comparison of national and state data
  - iii. Goal: forecasting based on national and state trends
  - iv. Goal: Yearly analysis of 30x30 Initiative impact on race/ethnicity representation
- c. **Recruiting Diversity in the Workforce** *('23-'25 AA Plan Strategy 1) (State of Oregon DEI Strategy 1)*
  - i. Yearly recruitment, assessment, hiring, and retention demographic analysis *(Full Information found in '23-'25 AA Plan)*
  - ii. Incorporation of Forensic Services Division's [DEI Hiring Toolkit](#)
  - iii. DEI Unit Inclusion in interview, onboarding, promotional & complaint processes
  - iv. Ongoing effort to identify where applicants are disengaging with the OSP sworn hiring process *(Full Information found in '23-'25 AA Plan)*
  - v. Goal: Integration of 30x30 Initiative recruiting best practices
  - vi. Goal: Standardizing the Field Training and Evaluation Program (FTEP) to ensure all Trooper Recruits are evaluated consistently and equitably across the state
- d. **Serving Historically Marginalized & Underserved Communities**<sup>3</sup> *('23-'25 AA Plan Strategy 3)*
  - i. Goal: Division-directed engagement strategies and initiatives to better partner with groups we haven't traditionally worked with
  - ii. Goal: DEI Unit approval for internal/external messaging & engagement

**3. Creating an Inclusive Workplace** *(State of Oregon DEI Strategies 8 & 9) ('23-'25 AA Plan Strategy 2)*

- a. Continual Affirmative Action & DEI Action Plan improvement
- b. Continual DEI [Training, Education & Development Plan](#) improvement
- c. HWR Unit: Creation of internal and external resources to support Body/Mind/Spirit
- d. **Succession Planning, Mentoring, and Developing People** *('23-'25 AA Plan Strategy 4)*
  - i. Managers model DEI competency, provide consultation to improve cross-cultural communication and support others to consistently practice the promotion of DEI *(23-'25 AA Plan Strategy 4.1)*
    - 1. Goal: Manager/Supervisor participation in DEI-related training, seminars, courses, or similar educational activities and implementation of tools, strategies, and theories into managerial practice.
  - ii. Managers actively engage employees at all levels of the organization, recognize their potential, and support their career growth *(23-'25 AA Plan Strategy 4.2)*
    - 1. Goal: Develop a standardized [Leadership Training Academy](#) to better prepare newly promoted Lieutenants and Sergeants
    - 2. Goal: Reviewing of agency promotional data for latent bias
    - 3. Goal: Ensuring promotional interview panels receive annual bias training (or analogous training)
  - iii. Manager advocacy for the development of underrepresented staff *(23-'25 AA Plan Strategy 4.3)*
    - 1. Goal: Connecting staff to training, mentoring, and professional opportunities to diversify the leadership pipeline (e.g., Job rotations,

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<sup>3</sup> Oregon State Police 5-Year Strategic Focus No. 2: Collaboration



work-out-of-class, lateral transfers, Inclusion Team, mentorship programs)

2. Goal: Quarterly check-ins with underrepresented staff specific to involvement in mentorship programs, affinity programs, and Health, Wellness & Resiliency Unit support
  3. Goal: Personalized coaching and feedback for diverse applicants in interview and promotional processes
  4. Goal: Improving the representation, experiences, and retention of women in sworn positions in all ranks through the 30x30 initiative
  5. Goal: Develop a comprehensive Workforce Succession Plan<sup>4</sup> by December 31, 2023
- e. **AA/DEI Objectives Incorporated into Performance Reviews<sup>5</sup>** (*'23-'25 AA Plan Strategy 2.2*)
- i. Management personnel's progress on Affirmative Action & DEI objectives being a key consideration of that manager's or supervisor's performance
    1. Goal: DEI Unit's creation of an "Affirmative Action Goals – Review Guide" to assist managers in setting AA/DEI goals with employees
    2. Goal: In-house DEI professional development/ training opportunities specifically for management and leadership
  - ii. DEI Manager to consult with department managers/supervisors in creation and execution of AA/DEI objectives and performance evaluation feedback as needed
  - iii. DEI Unit to develop and provide training on Executive Order 22-11 obligations
- f. **No Tolerance for Racism, Hate, and Discrimination** (*State of Oregon DEI Strategy 9*)
- i. Clear, restorative, and remedial policies, practices, and investigations to respond to incidents involving racism, hate, and discrimination
  - ii. Affirming a zero-tolerance for discriminatory practices or harassment policy through ongoing collaborations and investigations between the DEI Unit and the Office of Professional Standards to track and evaluate any trends in allegations of unfair treatment, bias, or harassment based on a protected class
  - iii. Goal: Inclusion Team to seek out discriminatory policies for review and recommendation monthly
  - iv. Goal: DEI Manager and OPS to review internal complaints of discrimination.

#### 4. **Intentional Community Engagement<sup>6</sup>** (*State of Oregon DEI Strategy 4*) (*'23-'25 AA Plan Strategy 3*)

- a. **Culturally Responsive Outreach Strategies**
- i. Agency-wide collaboration to find *new ways* to build trust and partnership with groups we haven't traditionally worked with
    1. Goal: Identify and partner with local organizations and/or key individuals that represent, or already work with, the community that we are trying to engage with
    2. Goal: Intercultural communication training to understand the social, cultural, historical, and political context of specific communities

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<sup>4</sup> State Agency Expectations – Succession Planning for the Workforce

<sup>5</sup> State Agency Expectations – Executive Order No. 22-11, #3/ORS 659A.012

<sup>6</sup> Oregon State Police 5-Year Strategic Focus No. 2: Collaboration



3. Goal: Fish & Wildlife Division and Patrol Division Marketing/Outreach Plans to new communities
  4. Goal: Asking to attend new community meetings and gatherings
  5. Goal: Community listening sessions & “no fear” talking sessions to understand concerns, values, and community priorities
- b. **Investing in Target Communities** *(State of Oregon Strategy 6)*
- i. Implementing culturally responsive, division-directed engagement strategies and initiatives to better invest in historically marginalized and underserved communities by the end of the biennium and to be reviewed annually
    1. Goal: Hosting and/or sponsoring popular youth activities
    2. Goal: Long-term investments via consistent volunteering, community education, donating resources, and hosting events
    3. Goal: policymaking to include the voices of indigenous communities, communities of color, and communities of people with disabilities
  - ii. Donation of seized/illegally poached game to Indigenous Tribes, school district nutrition services, non-profits, and statewide food pantries
- c. **Internal Community Engagement**
- i. Inclusion Team participation
    1. Formal policy review process
    2. Review of internal/external marketing, messaging, & DEI-related issues
    3. Ability to provide formal recommendations to leadership
    4. Goal: First Inclusion Team Newsletter in 2023
  - ii. Management-supported training in regionally culturally relevant topics
  - iii. Fish & Wildlife Newsletter
  - iv. OSP Community Events
    1. Basketball, softball, and various sports competitions
    2. Goal: OSP Jog-a-thon & All OSP Fitness Challenge
    3. Goal: Highlighting diverse employee identities in social media posts
    4. Goal: Annual employee satisfaction survey<sup>7</sup>
5. **Inclusive & Transparent Communications**<sup>8</sup> *(State of Oregon DEI Strategies 3 &10)*
- a. **Inclusive Marketing Campaigns & Communication Strategies**
    - i. Partnership with [Watson Creative](#) to attract a diverse, national applicant pool
    - ii. 30x30 Pledge: To increase women in police recruit classes to 30% by 2030
    - iii. Forensics Division creation of bilingual marketing material
    - iv. DEI Unit review of internal/external communication material
    - v. Goal: Fish & Wildlife Division, and Patrol Division Marketing/Outreach Plans to new communities in collaboration with DEI Unit
    - vi. Goal: Delivery of information via culturally specific media outlets and culturally and linguistically responsive formats to reach all communities
  - b. **Transparent Public Communication**
    - i. [Social Media Platforms](#)
    - ii. [Traffic Stop Data](#) and Use of Force Data

<sup>7</sup> State Agency Expectations- Measuring Employee Satisfaction

<sup>8</sup> Oregon State Police 5-Year Strategic Focus No. 3: Stewardship and Transparency



- iii. [Car Care Program](#)
  - iv. [Safe Oregon](#)
  - v. [Crime Reporting Dashboard](#)
  - vi. [Patrol Activity Dashboard](#)
  - vii. [Anonymous Analysis Program](#)
  - viii. [Flash Alert System](#)
  - ix. Goal: ADA effective communication
  - x. Goal: Alternate forms of media communication (audio/video)
- c. **High-quality, Inclusion-Centered Customer Service**<sup>9</sup> (*'23-'25 AA Plan Strategy 3.3*)
- i. Delivery of necessary resources to meet any public safety need, while maintaining a high-level of service quality
    - 1. Goal: Live Language Access for translation services
  - ii. Updates to website landing pages
    - 1. Goal: Forensics, Dispatch, and Medical Examiner webpages updated so applicants can easily find job requirement information
  - iii. Review and development of agency multi-lingual documents available to the public by the end of the biennium and to be reviewed annually
    - 1. Goal: Central Records to create policy/process for fulfilling multi-lingual records requests to improve the accessibility of records to non-English speaking individuals
    - 2. Goal: Increase accessibility and availability of multilingual documents available to the public
- d. Internal Communication
- i. Agency transparency via Microsoft Teams, Intranet, SharePoint, OSP website
  - ii. DEI/Discriminatory related policy concerns sent to the Inclusion Team representative, and to meet monthly for review
  - iii. Goal: Updated SharePoint – OSP Connect website for internal communication

**6. Equitable Budget & Contract Equity Procurement** (*State of Oregon DEI Strategies 6 & 7*)

- a. Current 2021-2023 Contracts with Minority and Women-owned Businesses
  - i. 15 Contracts - Oregon State Police
  - ii. 2 Contracts - Oregon State Fire Marshall
- b. Information publicly available on the OSP Website: [“How to do business with OSP”](#)
- c. DEI Manager participation as a committee member on an RFP Evaluation Committee
  - i. Recruitment Marketing Consultation Services
- d. **Equitable Budget, Inclusive Budget Process**
  - i. Goal: Onboard Internal Auditor 3 within the Police Services Bureau
  - ii. Goal: DEI Manager participation in agency [Audit Committee](#)
  - iii. Goal: Increase DEI Unit partnership with Financial, & Business Services Division
  - iv. Goal: Conduct equity assessments of budget decisions, considering adverse impacts by asking; What adverse impacts or unintended consequences could result from this decision? Which (racial/ethnic/gender) identities could be negatively affected? How could adverse impacts be prevented or minimized?

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<sup>9</sup> Oregon State Police 5-Year Strategic Focus No. 4: Service Delivery Improvement and Adaptability



# OSP INCLUSION TEAM

## STRATEGY 1A/3C/4B - OSP POLICY 102.3

The OSP Inclusion Team was originally established in 2017, to be a foundational voice in support of an inclusive culture where all members of the Oregon State Police agency can prosper. Inclusion Team members serve as champions and early advocates within the agency who can help lead and mobilize AA/DEI initiatives. In 2018, the Inclusion Team formally became institutionalized as an Oregon State Police Policy, ensuring future guidance and leadership in the areas of diversity, equity, and inclusion.

To sustain Inclusion Team membership, employees must participate actively by regularly attending Inclusion Team meetings; members with three or more unexcused absences during their tenure will be released from the team. In addition, members must obtain 10 hours of continuing education per year on issues related to diversity, equity, and inclusion. Failure to do so will be cause for immediate removal.

In the '21-'23 biennium, the team conducted formal strategic planning sessions to inform the OSP Affirmative Action Plan and revisited the Inclusion Team's mission, vision, goals, and strategic objectives. Updates made to the mission, vision, goals, and strategic objectives ensured the Inclusion Team's work was aligned with the greater OSP agency strategic focus areas outlined in the 5-Year Strategic Roadmap.

The Inclusion Team put on the very first *Inclusion Team Retreat* in March Of 2023 as a springboard for strategic planning for the '23-'25 biennium. Action Teams were created to collaborate cross-divisionally on goals and action items that were identified as a whole. Action team categories included: Policy, Training & Professional Development, Recruiting, Outreach & Engagement, and Communications & Messaging. An Inclusion Team policy review process was approved which allows for any employee to submit concerns on DEI-related issues – which will then be reviewed, voted upon, and given a formal response. Some goals from the retreat included the creation of a DEI Newsletter, changing the interview requirements for dispatchers, providing agency-wide leadership training, and figuring out how to get all people in Oregon access to an ID. At the end of March, the Inclusion Team also reviewed the first module in a Training and Development series around intercultural competency. The training was created by OSP's first DEI trainer and covered models for understanding cultural differences.



## Oregon State Police Inclusion Team Retreat

Thursday, March 2<sup>nd</sup> – Friday 3<sup>rd</sup> 2023



# 30X30 PLEDGE

DEI ACTION PLAN STRATEGY 1C/3D/5A

On 1/18/23, Oregon State Police signed the [30x30 Pledge](#): A series of no-cost and low-cost strategies and actions that policing agencies can take to improve the representation, experiences, and retention of women in sworn positions in all ranks. By signing this pledge<sup>10</sup>, OSP has committed to:

- Take measures to increase the representation of women in all ranks;
- Ensure that policies and procedures are free of all bias;
- Promote equitable hiring, retention, and promotion of women officers;
- Ensure our culture is inclusive, respectful, and supportive of women in all ranks and roles of law enforcement.
- Attempt to obtain 30% women recruit classes by 2030.

## Phase 1: Baseline Data

The collecting and reporting of baseline Agency data are required within the first six months of signing the pledge.

OSP will collect and report the following data by July 2023:

- Number of sworn officers
- Demographics of sworn officers across rank and assignment at the time of pledge signing
- Number of recruits from the past 12 months (reported at the 6-month and 24-month marks from pledge signing)
- Demographics of recruits from the past 12 months (reported at the 6-month and 24-month marks from signing)
- Additionally, OSP will distribute an anonymous survey to women officers to learn their concerns, priorities, and perspectives on culture, equity, and opportunity within the department.

<sup>10</sup> Language taken from 30x30initiative.org. See more here: <https://30x30initiative.org/the-30x30-pledge/>





# HWR UNIT & RESILIENCE TEAM

DEI ACTION PLAN STRATEGY 1D - OSP EMPLOYEE WELLNESS POLICY 321.8,  
CRITICAL INCIDENT RESPONSE TEAM POLICY 301.3

## Health, Wellness & Resiliency Unit

The Oregon State Police recognizes that its employee health, wellness, and resiliency are vital to the agency's effectiveness and the work-life balance for its staff. In July 2021, OSP began staffing the [Health, Wellness, and Resiliency Unit](#) (HWR) with the mission, "To build the health and wellness of Oregon State Police employees resulting in a resilient workforce".



The work of this unit directly aligns with the first focus area of OSP's [5-Year Strategic Roadmap](#) (*Diversity, Equity, Inclusion, and Employee Services*) and also supports themes outlined in the '21-'23 Affirmative Action plan of enhancing recruitment, retention, and employee engagement. Additionally, the HWR Unit is responsible for updating and maintaining the biennial OSP Agency Wellness Plan, as required by [Executive Order No. 17-01](#). The HWR Unit has implemented numerous proactive resiliency strategies for OSP employees: resource guides, insurance assistance, health screenings, heart scans, peer support networks, fitness membership discounts, nutrition programs, tobacco cessation, mindfulness training, volunteer chaplaincy services, and connections to Mental Health Professionals statewide. Additionally, the HWR unit has provided access to training including *Struggle Well*, *Increasing Resilience in First Responders*, *Emotional Survival*, *NW Peer Support Conference*, *IACP, Responder Life*, and more. Over the next two years, OSP plans to hire additional staff to continue building programming, and to hire a Clinical Psychologist. The HWR Unit has been paramount in creating agency-wide infrastructure to support employee body, mind, and spirit (emotional management, neurodiversity, cognitive-behavioral diversity, trauma, mental health, physical health, spirituality, and overall wellbeing).

## Resilience Team

The HWR Unit has also expanded the functionality of OSP's Resilience Team (formerly named the "CIRT": Critical Incident Response Team) to take on new roles for peer support, by training and growing a team to 70 members, with the goal of reaching 80 by the end of 2023. The Oregon State Police has operated a Critical Incident Response Team since 2010 and is comprised of department employees, Sworn Troopers, Chaplains, and Mental Health Professionals (MHPs) who provide stress management assistance and peer support for employees involved in work-related critical incidents. All members must be vetted before selection, complete Peer Support Training, and sign the "OSP RT Expectations and Standards Acknowledgement and Confidentiality Agreement" before being officially appointed by the Superintendent.

A "critical incident" is an emotionally traumatic event an employee is exposed to because of their employment with the Department (such as the use of deadly physical force, line-of-duty death of an employee, mass casualty or terror-related event, death of a child or children, multi-victim fatality



# The Resilience Team

## OSP HWR

"RESILIENCE THROUGH RELATIONSHIPS"



crashes, homicide scene, or a traumatic event or disaster identified by the Superintendent’s Office). By in large, critical incident responses from the Resiliency Team are incident-driven and reactive in nature, so OSP has continued to provide 24/7 reactive support for employees. However, a leadership priority has been in expanding proactive support efforts to build resiliency before a critical incident (*shown above*). The HWR Unit has been instrumental in expanding the Resiliency Team, building resiliency skills, and effectively providing proactive peer support to the entire agency.

The Resiliency Team also follows internationally accepted Critical Incident Stress Management (CISM) protocols established by the International Critical Incident Stress Foundation (ICISF). All members are trained in ICISF CISM techniques (40 hours) and meet requirements for peer support confidentiality under ORS 181A.835. CISM assistance targets the emotional and physiological responses of individuals and groups to an event. CIRT Members use techniques based on psychology and medical science to help employees deal with critical incident stress.



# TRAINING, EDUCATION & DEVELOPMENT PLAN

## DEI ACTION PLAN STRATEGY 1E/3B

### Overview:

The goal of our DEI Training & Development Plan is to improve upon our existing training infrastructure and curriculum and to create new foundational experiences that can improve staff, supervisor, and sworn officer knowledge, empathy, and performance. OSP plans to go beyond just celebrating different cultures and moving toward legitimate equity outcomes for our communities by creating a culture of excellence and accountability. With increasing DEI awareness and additional communication tools, all employees at OSP will be better prepared to provide high-quality, culturally responsive public services and support our colleagues as a part of a dynamic, emotionally intelligent workforce. Our ongoing development will equip the agency to mitigate against harmful bias, discover common language, build trust, and create new partnerships. Additionally, we hope that the knowledge learned through the implementation of an agency-wide DEI Training, Education, and Development Plan can accelerate employee career development and promotion while working in state service. Since 2022, the DEI Unit has been fostering divisional buy-in for training, conducting needs assessments, and collecting information on the specific DEI activities (training, events, learning opportunities, continuing education, etc.) that each division requires, hosts, and enables.

## CURRENT TRAINING, EDUCATION & DEVELOPMENT

### All OSP Staff Required Training:

- New Employee Orientation (OSP)
- Preventing Discrimination and Harassment (DAS)
- Information Security Training (DAS)
- Upcoming requirements: Overview of Oregon State Government (DAS), Public Records (DAS), Overview of Oregon Ethics Law (OGEC), Violence and Weapons Free Workplace (DAS), Drug-free Workplace for Employees (DAS), Customer Service in Oregon State Government (DAS), Uplift Your Benefits (DAS).

### All OSP Required Policy Review:

- DEI Letter
- 321.8 Employee Wellness Policy
- 301.1 Affirmative Action and Non-Discrimination
- Criminal Investigation Division Bulletin - Mandatory Reporting and Prohibition on Providing Immigration Enforcement Assistance, HB 3265
- 504.5 Data Governance Program Policy
- 301.17 Personal Use of Social Media

- 812.3 Intranasal Naloxone

#### **Manager and Supervisor Required Training:**

- Foundational Manager Training Program (DAS)
- Workplace Effects of Domestic Violence, Harassment, Sexual Assault, and Stalking Training (DAS)
- Performance, Accountability, and Feedback Training (DAS)
- Sergeant’s Academy and Lieutenant’s Academy (OSP)
- Federal Emergency Management Agency (FEMA) Training (DAS)

#### **Sworn Trooper Required Training:**

The Oregon State Police understands the importance of preparing sworn officers to engage and interact with members of the community from varying demographic backgrounds. In addition, we recognize that the entire agency at OSP benefits when there is a greater understanding of diverse people’s experiences.

HB 2162 Section 10 called for the Department of Public Safety Standards and Training (DPSST) to develop, and establish by rule, a statewide equity training program for police officers. This includes the minimum training required to obtain and maintain [basic certification](#) as a police officer under ORS 181A.490. Equity training seeks to achieve fair and impartial (equitable) outcomes within a system. Effective January 1, 2023, all certified officers (police, corrections, parole and probation, and liquor and cannabis regulatory specialists) are required to complete three hours of equity training during every [three-year maintenance cycle](#). These hours are part of the 84 hours of the certification maintenance training requirement. Concepts that must be included (must include at least one):



1. Increasing awareness and understanding of diverse identities, thoughts, and experiences
2. Strategies to mitigate disparate outcomes
3. Improving public trust and confidence
4. Diversity, equity, and inclusion in the workplace

The trainings listed below are mandated courses with a DEI component (from the 640-Hour Basic Police curriculum) that were delivered to our sworn officers through the Department of Public Safety Standards and Training in the ‘21-’23 biennium. Some topics have been interwoven into our training curriculum for newly hired recruits to ensure consistency across the agency. Top learning outcomes continue to prioritize understanding key issues related to ensuring ethical and equal treatment under the law, becoming more sophisticated in lessening racial tensions through empathic thinking and becoming more cognizant of one’s own potential biases, and practicing identifying the causes of tension and injustice in real case scenarios and seeking better solutions.

- Behavioral Health (24 Hours): OAR 259-008-0085 and ORS 181A.440: Training will include, at a minimum: At least 24 hours of training in the recognition of mental illnesses utilizing a crisis intervention training model, at least one hour of which must include training on the appropriate use of the medical health database described in ORS 181A.285.
- Community Policing (18 Hours)

- Bias Crimes (2 Hours): OAR 259-008-0085 and ORS 181A.470 Training will include, at a minimum: The investigation, identification, and reporting of crimes motivated by prejudice based on perceived race, color, religion, national origin, sexual orientation, marital status, political affiliation or beliefs, membership or activity in or on behalf of a labor organization or against a labor organization, physical or mental disability, age, economic or social status or citizenship of the victim.
- Child Abuse and Neglect (6 Hours): OAR 259-008-0085 and ORS 419B.005 Training will include, at a minimum: Investigation, identification, and reporting of crimes constituting abuse, as defined in ORS 419B.005 (Definitions)
- Domestic Violence (8 Hours): OAR 259-008-0085 and ORS 419B.005 Training will include, at a minimum: Investigation, identification, and reporting of crimes constituting abuse, as defined in ORS 419B.005 (Definitions), or domestic violence.
- Elder Abuse (4 Hours)
- Human Trafficking (2 Hours)
- Missing and Murdered Indigenous Persons/Indian Country Law (2 Hours)
- Sexual Assault (4 hours)
- Missing Persons (2 Hours): OAR 259-008-0085 and ORS 181A.460 Training will include, at a minimum: The investigation and reporting of cases of missing children and adults.
- Equitable Policing (34 Hours): HB 2162 (2021)- Equity training requirement; ORS 181A.410- The department shall recommend, and the board shall establish by rule, an educational program that the board determines will be most effective in reducing profiling. Community Competency (4 hours), Effective Interactions with the Deaf and Hard of Hearing Community (2 Hours), Emotional Intelligence (8 hours), Ethics (6 Hours), History of Policing and Communities (2 Hours), Implicit Bias (8 Hours), Procedural Justice (4 Hours), Trauma and Trauma-Informed Practices (Behavioral Health).
- Procedural Law (10 Hours)
- Patrol Tactics (122 Hours)



**Additional Sworn Training:**

- DPSST Law Enforcement Intermediate & Advanced Certifications (*ongoing*)
- DPSST Management & Supervisory Certifications (*ongoing*)
- Diversity and Profiling Training (*2014 Patrol Division Inservice Training*)
- People in Crisis (*2016 Sworn Officer Inservice Training*)
- Tactical Communication (*2016 Sworn Officer Inservice Training*)
- Inclusion in Policing (*2020 OSP Post Academy Training*)
- Principled Policing - Introduction to Implicit Bias and Procedural Justice (*2017-2021*)
- Sergeant's Academy & Lieutenant's Academy (*Ongoing*)
- Additional Bias/IAT Training (*Ongoing*)
- Cultural Sensitivity Training (*Ongoing*)

## NEEDS ASSESSMENT

An ongoing goal of Oregon State Police is to incorporate racial equality, cultural responsiveness, DEI awareness, trauma-informed practices, and accessibility considerations into our training infrastructure and employee development training. The DEI Unit’s needs assessment (agency-wide surveys, focus groups, and interviews) revealed specific topics of interest and the unanimous demand for more in-person training. In collaboration with all departments and divisions across the Oregon State Police, these were the top communicated training request areas:

- Leadership Development
- Navigating Difficult Conversations
- Responding to Accusations of Racism & Bias
- Managing Team Conflicts
- Coaching & Mentorship Best Practices
- Professional & Career Development
- Cultural Awareness & Cultural Trends
- LGBTQIA+ Inclusion

Because Oregon State Police is an agency comprised of many specialty divisions, standardized training for all employees may not always be appropriate. Our needs assessment revealed that alterations to training would be best practice in staying relevant to the needs, concerns, and priorities of each division. Additionally, using real work examples and scenarios was unanimously seen as needed across all divisions to boost the integration of newly learned concepts into prior funds of knowledge.

## CURRENT IMPLEMENTATIONS

**Executive Leadership Forum:** Our agency has held an Executive Leadership Forum for many years. The Forum was recently revamped in 2023 and renamed the “LEADS Meeting” (an acronym for Listen, Evaluate, Align, Develop, Support). The LEADS meeting allows leadership to discuss agency-wide topics and also provides a valuable opportunity for executive leadership to host their own professional and leadership development sessions. Most recently, [Chrystal Bell](#) of [REBOOT](#) was hired to present to our executive team about “*Expanding your Leadership Toolkit in times of Change*” and the importance of psychological safety. The Superintendent and Oregon State Police leadership plan to continue hosting a wide array of leadership training on various topics to gain a broader perspective and continue to incorporate leadership best practices into the agency from the top down.

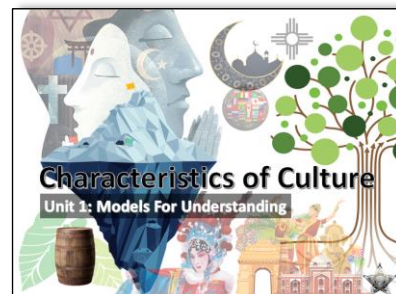


**Sergeant’s Academy and Lieutenant’s Academy:** Oregon State Police has also rolled out two-week-long training academies for newly appointed Sergeants and Lieutenants. The full-day sessions within each academy address varying DEI-related topics and include presentations from the DEI Unit and HWR Unit. Some leadership development training topics include: Ethical Culture, Managing Conflict, Team Building, Leadership & Motivation, Free Speech & Crowd Management, *Diversity, Equity & Inclusion*, Critical Thinking,

Crisis Communication, Relationships with Supervisors, Media Training for Supervisors, Labor & Employment Law, Legal Parameters, Use of Force After Actions, Personnel Investigations, Critical

Incident Management, and Leadership Scenarios. Along with this step in sworn personnel's leadership development, OSP will also be developing a Lieutenant's Academy in the '23-25' biennium.

**Cultural Awareness Training:** In 2023, The DEI Unit has begun administering the first unit of an agency-wide training series on cultural competency and responsiveness. The first two-hour training, entitled "Models for Understanding" (pictured right), was well-received by a mixed audience of sworn Troopers and professional staff. For Troopers, the course was also eligible to be used toward the [equity training hours](#) for the police officer certification maintenance requirements. We conducted a survey following the training and asked, "How would you rate the quality of the training content and material?" (On a 5-point scale with "1" being poor and "5" being excellent), the average response was 4.6, with 92% of respondents rating the training good (4) or excellent (5). We also asked, "How would you rate the quality of the instruction?" (Again, using a 5-point scale with "1" being poor and "5" being excellent), the average response was 4.8 with 100% of respondents rating our Training and Development Specialist's instruction as good (4) or excellent (5). The surveys also allowed for anonymous feedback and future training requests. The *Characteristics of Culture* training series will continue throughout the '23-'25 biennium and is encouraged to be available online to all employees through Workday Learning.



## FUTURE DEI TRAINING & DEVELOPMENT

**Online Resources:** The agency currently has hopes of creating an internal Intranet learning resource page, and a Workday training library that will be searchable by topic and course format (webinar, self-paced, in-person) with both options having links to currently available trainings. The Inclusion Team has also recommended updating the DEI page within our Intranet site that provides agency employees with resources related to DEI. The DEI page features learning tools that employees can utilize such as academic articles, case studies, videos, book recommendations, and links to verified learning resources. Our goal is to create a more transparent, often updated, and easy-to-navigate learning infrastructure that can easily inform and connect employees to learning opportunities.

**In-Person & Scenario-based training:** With the permanent DEI Training & Development Specialist (TDS2) role now in place, we plan to build a thorough and comprehensive agency training curriculum. In building this lasting infrastructure, we must be mindful of adult learning theory and learning style methodology. As such, our needs assessment feedback thus far has reinforced the adult learning best practices of providing highly-relational, in-person, multimodal, & scenario-based training. To be effective in integrating DEI topics into actionable behaviors, OSP plans to conduct training in person, with options to see learning the training material online.

**In-House Bias Training:** One of our highest priority goals as an agency is to ensure that policies and procedures are free of all bias. As imperfect human beings, that function within larger systems, this is a multifaceted and challenging task. Currently, the DEI Unit has been integrated into several systemic functions to attempt to mitigate any possible bias (e.g., the policy review process, job announcements, interview panels, onboarding sessions, promotional panels, complaint processes, and agency data analysis). However, the DEI Unit's involvement alone is not enough to truly create a bias-free workplace. Our future goal is to be able to host in-person bias trainings on demand for our agency. The DEI Training & Development Specialist (TDS2) is registered to attend "train the trainer" sessions to build, and host bias training sessions for our agency. In the future, we hope that bias training will be a reoccurring

requirement for interview and promotional panels, Human Resources staff, and those looking to transition into management.

**30x30 Implementation:** Part of the 30x30 Initiative requires that participating police agencies distribute an anonymous survey to women officers to learn their concerns, priorities, and perspectives on culture, equity, and opportunity within their agency. We are currently administering surveys to collect information to report to the 30x30 Initiative and are also building a training curriculum to inform divisions of our 30x30 efforts and requirements.

**Leadership Curriculum:** Our agency has been researching possible partnerships for leadership development, and our front office leadership has recently hosted presentations from [REBOOT](#). With the agency-wide demand for leadership development, we hope to not only partner with external leadership training entities but also be able to create and host our own internal leadership education. The newly created “Sergeant’s Academy” and “Lieutenant’s Academy” are examples of curriculum building around leadership development, however, we need to build a curriculum that is also relevant and applicable to our non-sworn population.

**Division-Specific Training:** Because our agency is so varied in services provided, our divisional managers have reported very specific training desires to help address the unique challenges that they face. We plan to build in-person training sessions on topics ranging from workplace professionalism to Responding to Accusations of Racism & Bias. We expect that the varied training capabilities of the DEI Unit will also allow for greater DEI integration and partnership throughout the agency. We additionally plan to have the capability to provide expanded, division-specific, in-person sessions on DAS-required training such as “Preventing Discrimination and Harassment”. The upcoming DAS training requirement, “Customer Service Training”, was also believed to be beneficial to our agency in a division-specific, in-person format.





# INTENTIONAL COMMUNITY ENGAGEMENT

## DEI ACTION PLAN STRATEGY 4

Oregon State Police has been enthusiastic in seeking out ways to engage with and build trust with communities we haven't traditionally worked with. Because this priority was central to our '21-'23 Strategic Objectives, the Fish & Wildlife Division, and Patrol Division created division-level strategies to foster trust and partnerships through proactive community engagement.

Across the state, the Troopers engage in public outreach and education events. These events are opportunities for people to have positive experiences meeting and engaging with Troopers outside of traditional law enforcement contact. These events serve many purposes including exposure for community members to meet the people behind the uniform or badge that make up our dedicated workforce. It's also an opportunity for our workforce to recruit future generations of OSP Troopers. Public outreach also serves as a way for our workforce to engage with the good, hardworking people across our state who continue to show their support for Law Enforcement. Pictured to the right is from a [Kids Safety Day](#) event held at the Medford Armory. Troopers from the Patrol Division and the Fish & Wildlife Division were there to discuss a variety of safety topics including water and boat safety, safety precautions while playing online video games, and walking home from school.



OSP also seeks and values new partnerships with communities we haven't historically worked with. In 2023 OSP partnered with [Springdale Job Corps](#) in Troutdale to give young people (ages 16 through 24) in the Protective Services career path a front-row seat to what a rewarding career path at OSP could look like. OSP recognizes intentional community engagement and engaging with groups we haven't historically worked with also means engaging in ways we haven't engaged. Often marginalized community members are not exposed to the variety of careers and services offered by the Oregon State Police.

Students from Springdale visited OSP's Forensics Lab in Clackamas (*pictured on the left*) and the OSP Portland Area Command and learned all about the three main sworn divisions inside OSP Patrol, Fish & Wildlife, and Criminal.

Finally, they received some one-on-one career coaching from two of our Sworn Recruiters pictured to the right. Students from the Springdale Job Corps program followed up with signed thank you letters to all the OSP staff who helped provide them with this invaluable exposure to Law Enforcement careers.

Intentional Community Engagement efforts also include working with stakeholders and state agency partners to educate and inform perspectives against harmful bias that can persist when



we generalize and apply our assumptions to the role of law enforcement within a broader criminal justice system and society. This was a topic of discussion when the Oregon State Police DEI Manager presented to the [System of Care Advisory Council](#) specifically addressing OSP's role in the complex societal problems leading to what is often referred to as a pregnancy-to-prison pipeline.

While law enforcement often serves a reactionary role in the criminal justice system members of our workforce engage in public outreach events with compassion and honoring our mission to serve all members of our society. Troopers from our Patrol division regularly engage in activities around our



State and use their time, talents, and individual skills to make positive first impressions with youth in our state (pictured left). Troopers from our Fish and Wildlife Division have partnered in a variety of ways including with State Correctional facilities serving adults in custody (AIC) with a variety of programs. Examples of these programs include fishing events for AIC (pictured top right), other fishing events as a part of family reintegration efforts before being released from custody, and even an Oregon boating education program where a Sergeant described his proactive ambitions, "If I can get a card (boating license) in their pocket before they discharge, perhaps it prevents another enforcement contact down the road."



Building relationships through Intentional Community Engagement remains a continued focus of the Oregon State Police. Whether it's established programs and partnerships like Troopers out of our Portland office participating in Shop with a Cop (pictured to the left), Troopers in Salem serving drinks at a Coffee with a Cop event (pictured right), or Troopers from the Coos Bay office staffing the hospitality booth at the [Shore Acres Holiday](#)



[Lights](#) (pictured bottom left).

Every year and across the state there are countless opportunities where the OSP workforce takes additional time to demonstrate our commitment to service. OSP is committed to identifying additional ways to engage our communities to establish and maintain ourselves as a professional and trustworthy workforce.



# SUCCESSION PLANNING, MENTORING, AND DEVELOPING PEOPLE

## DEI ACTION PLAN STRATEGY 3D

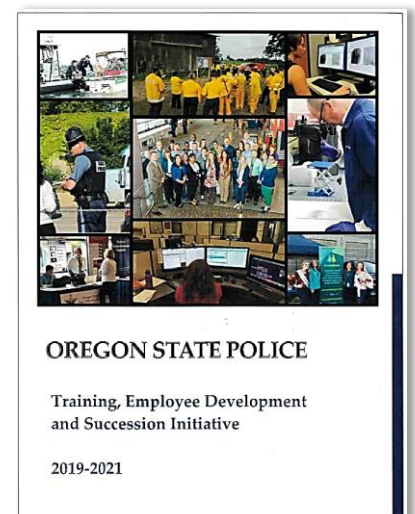
The Secretary of State's [2017 Audit](#) of Oregon State Government succession planning encouraged numerous attempts at building infrastructure, strategies, and initiatives within Oregon State Police. Similarly to other state agencies, OSP has been endeavoring to create sustainable succession plans<sup>11</sup> that mitigate against workforce shortages, develop a diverse talent pipeline, retain agency knowledge, ensure leadership continuity, and train for the holistic development of people.



The changes to Oregon workforce demographics and conditions are many (e.g., increased racial/ethnic diversity, generational differences, demand for flexible/remote work, economic downturns, and popular media influences on vocation) and have contributed to a complex employment landscape. Like many employers, OSP's challenges include recruitment, adequate staffing, and turnover with succession planning being a reactionary process limited to maintaining the critical functions of our agency.

Despite these pressures, OSP has continuously developed agency-specific initiatives and strategies (eg., *the 2019-2021 initiative booklet pictured right*) to build infrastructure and scaffolding around succession planning. Example installations included:

- **The Executive Leadership Forum (LEADS):** Monthly opportunity to discuss agency-wide initiatives, and succession topics, receive direction/updates, provide training, engage with mentorship, and advance organizational preparedness.
- **Leader's Exchange:** Opportunity for management service employees (supervisory/non-supervisory) to network, share resources for management, and receive training.
- **Manager Core Training:** Topic-specific training for managers that are responsible for the effective management of human, financial, procurement, assets, information, or other agency/state resources.
- **Employee Development Training:** Division-specific, topic-specific, and career-advancement training for all employees to develop internal capabilities.
- **Updated New Employee Orientation (NEO):** Ensuring new employees are acclimated to agency vision/mission/values, are aware of resources available to them, and understand job expectations.



<sup>11</sup> Department of Administrative Services [Succession Planning Guide](#)

Within OSP's Sworn Law Enforcement (and within law enforcement nationwide), staffing, equipment, and technology have been repeatedly stretched beyond capacity. Throughout the last decade, direct appointments have become a necessary action in filling leadership vacancies in critical positions. Developing a framework for anticipating vacancies has been of top priority to OSP, however, with the nature of law enforcement work, the succession planning process can be limited. Institutionally, many developmental opportunities currently exist for employees to cross-train (e.g., Job rotations, work-out-of-class, lateral transfers, Inclusion Team, mentorship programs)

## **FUTURE SUCCESSION PLANNING, MENTORING & DEVELOPMENT**

As a part of future planning efforts, OSP will be establishing a workgroup to conduct a thorough evaluation and review of hiring, transfers, and promotional processes and the agency's filling of vacancies policy. This Recruitment Policy Review Committee will be a collaboration between the Oregon State Police Officers Association (OSPOA), American Federation of State, County & Municipal Employees (AFSCME/OSPSU), Management Services to include a Major, Human Resources (HR), Office of Professional Standards (OPS) and DEI. The goal of the workgroup is to gather information, conduct research, and provide input and suggestions which ultimately leads to recommendations for a 304.5 Filling of Vacancies Policy revision.

Development and completion of a comprehensive Workforce Succession plan is scheduled for December 31, 2023. We anticipate strategies will include recommendations made by the before-assembled workgroup, OSP Inclusion Team, and Workforce Development and Support Bureau. Initial strategies continued from previous needs assessments include an increased effort to prepare employees for future roles through work-out-of-class, lateral transfers, job rotations, leadership development, career development and knowledge transfer, targeted recruitment and retention strategies, mentorship programs, and coaching. OSP intends to design and communicate the diverse career pathways (matrix) available with the agency as well as support successful transitions as Sworn leaders reach their law enforcement retirement. We recognize these investments into succession planning are a valued component of strategic human capital management.



## DEI ACTION PLAN – IMPLEMENTATION & ACCOUNTABILITY

Urgency, transparency, and accountability (*State of Oregon DEI Strategy 10*) are embedded into all of our DEI action strategies. There is especially urgency around OSP's recruiting, hiring, engagement, and training practices so that we may not just better reflect our community, but also provide Oregonians with the services they deserve. As a metric-driven agency, our strategies all additionally track, measure, and analyze progress toward our DEI action strategies and goals. For example, at any point in time, we can and will produce data to show how we have expanded our Inclusion Team, how many female Troopers have been hired year-over-year, how many employees have been connected with resources from our HWR Unit, how many outreach efforts we have made, or what measurable value our staff found in attending our training. Real accountability is driven from the top down, and from the bottom up; Our Superintendent and division leadership are thoroughly invested in seeing measurable and meaningful results, and support our DEI Action Plan fully. Especially as the success of our DEI action strategies and goals are entwined with the overall performance of our agency.



**Challenge:** The challenge with implementation and accountability is in moving beyond platitudes, silos, reports, and additional plans. Going from the planning phase to creating a sustainable infrastructure to track, measure, and analyze progress and performance toward agency DEI goals is the real work. And those efforts cannot be realized without true buy-in, and shared investment.

**Action:** We must address immediate needs that dictate the functionality of our agency, and operationalize the strategies provided in the DEI Action Plan with urgency, transparency, and compassion. Educating our workforce on how DEI strategies and goals are pertinent to personal values and goals provides tangible meaning for actionizing our efforts.

**Timeline:** Maintaining a sense of urgency and a culture of accountability is ongoing and continuous obligation. We will honor these obligations by reporting successes and updates annually, reviewing progress with executive leadership quarterly, and review of progress within the agency Inclusion Team monthly.

### ROLES FOR IMPLEMENTATION

#### Agency Management and Supervisors

Managers/Supervisors are held to a higher standard and are expected to be proactive in creating and maintaining a discrimination and harassment-free workplace ([DAS Policy: 50.010.01](#)). The OSP expectation is that Managers, Supervisors, or those interested in leadership positions will be intentional in creating an inclusive work culture. OSP 23-25 DEI/AAP strategies include increased focus and DEI Unit responsibilities to support Managers/Supervisors in these agency-wide efforts.

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

The DEI Unit will have increased responsibility and accountability for progress in implementing and achieving 23-25 AAP strategies and goals. This includes but is not limited to:

- The annual assessment of agency training and development needs
- The development and implementation of the annual training and development plan
- The development of and implementation of the DEI Action Plan



- Ensuring accessibility and ease of interaction for remote learning
- Ongoing consultation and support for agency Leadership
- Policy review

### **The OSP Inclusion Team**

The OSP Inclusion team which serves as a statewide multidisciplinary team will increase visibility in 2023-25 serving as champions for DEI/AAP by utilizing Action Teams focused on:

- Recruiting
- Outreach and Engagement
- Communications and Messaging
- Training & Professional Development
- Policy evaluation and recommendation

### **The OSP Workforce**

The OSP workforce all has a role and responsibility to create a welcoming and inclusive work environment where all members of the Oregon State Police can thrive. This will only be achieved when all members commit to living our agency values and embodying them in our daily activities as public safety professionals.






## ADDITIONAL RESOURCES

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- ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)
- Discrimination and Harassment Free Workplace - (Statewide Policy No. 50.010.01)
- Equal Opportunity and Affirmative Action Rule (105-040-0001)
- Executive Order 22-11: Relating to Affirmative Action and Diversity and Inclusion
- Additional resources compiled by the Governor’s Office of Diversity, Equity, and Inclusion and the DAS Office of Cultural Change.
- Equity toolkits
- Racial Equity Toolkit: An Opportunity to Operationalize Equity, Government Alliance on Race and Equity (GARE): [https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial\\_Equity\\_Toolkit.pdf](https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf)
- Racial Equity Impact Assessment Toolkit, Race Forward: [https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment\\_v5.pdf](https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment_v5.pdf)
- Results-Based Accountability Implementation Guide: <http://raguide.org/>
- NADPLE - National Association of DEI Professionals in Law Enforcement <https://www.nadple.org/>
- Haywood Burns Institute: <https://burnsinstitute.org/>
- Migration Policy Institute: <https://www.migrationpolicy.org/>
- National Equity Atlas: <https://nationalequityatlas.org/>
- Oregon ADA toolkit: <https://www.oregon.gov/das/HR/Pages/ADA.aspx>
- Othering and Belonging Institute: <https://belonging.berkeley.edu/>
- PolicyLink: <https://www.policylink.org/>
- Race Forward: <https://www.raceforward.org/>
- U.S. Department of Justice: A Guide to Disability Rights Laws <https://www.ada.gov/cguide.htm>
- U.S. Department of Justice: ADA Update: A Primer for State and Local Governments. [https://www.ada.gov/regs2010/titleI 2010/title ii primer.htm](https://www.ada.gov/regs2010/titleI%2010/title%20ii_primer.htm)



OSP INTERNAL DOCUMENTS RELATED DIVERSITY, EQUITY, AND INCLUSION

OSP Inclusion Team Policy (Policy 102.3)	 OSP Inclusion Team Policy.pdf
OSP Car Care Policy	 OSP Car Care Program policy.pdf
OSP Affirmative Action & Non-Discrimination Policy (Policy 301.1)	 Affirmative Action and Non-Discrimina
OSP Concern or Compliment form ( <a href="#">click here</a> )	
Statistical Transparency of Policing ( <a href="#">STOP data</a> )	

