



OREGON STATE
BOARD OF
NURSING
AFFIRMATIVE
ACTION PLAN
2024-2026



Oregon

Tina Kotek, Governor

Oregon State Board of Nursing
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A Message to the Public and OSBN Employees from Executive Director Rachel Prusak, MSN, APRN, FNP:

To conduct its mission, the Oregon State Board of Nursing (OSBN) aims to embrace initiatives and policies consistent with respect for diversity, equity, inclusion, and accessibility (DEIA). We are committed to promoting public service through intentional and purposeful recruitment, hiring, and retention of culturally and ethnically diverse staff that reflects the diversity of our State.

This commitment requires us to elevate our standards and practices to ensure we are strategically affording all persons a fair and equitable opportunity for employment and advancement based on their knowledge, skills, and abilities.

Our affirmative action plan at OSBN is not just a document but a living testament to our unwavering commitment to equal opportunity and affirmative action in employment and public service. We adhere to all applicable federal and State laws, including, but not limited to, Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act, to ensure a fair and just working environment for all.

I fully support this Affirmative Action Plan and view it as another tool to further strengthen our agency and promote our values of *integrity, collaboration, stewardship, simplicity, and innovation* by ensuring a safe, inclusive, accessible, and belonging working environment for all.

Rachel Prusak, MSN, APRN, FNP
Executive Director, OSBN

Agency Overview

The Oregon State Board of Nursing (OSBN) consists of a nine-member board appointed by the Governor. The Board includes two public members, four registered nurses, one licensed practical nurse, one certified nursing assistant, and one nurse practitioner.

The four RN members represent various areas of nursing practice as follows: one nurse educator, one nurse administrator, and two direct-care non-supervisory nurses. They also represent a variety of geographic locations. Board members serve three-year terms. The OSBN is part of the executive branch of Oregon state government.

The OSBN meets regularly throughout the year, holding five in-person meetings and seven teleconferenced meetings. It may hold special meetings if necessary. Board meetings are open to the public except for executive sessions as per Oregon Public Meeting Law.

The OSBN employs a staff of about 50 at any given time, who provide customer service and assist the Board in carrying out its mission.

Agency Mission Statement

The Oregon State Board of Nursing is committed to protecting the public through regulatory excellence and promoting the wellness of our nursing professionals.

Agency Objectives

The OSBN, with the help of its staff:

- Interprets the Oregon Nurse Practice Act
- Evaluating and approving nursing education and training programs.
- Issuing licenses and license renewals for those healthcare workers described by Statute.
- Investigating complaints and taking possible disciplinary action against licensees who violate the Oregon Nurse Practice Act.
- Maintaining the nursing assistant registry and administering competency evaluations; and,
- Providing testimony to the legislature and other organizations as needed.

Agency Affirmative Action Policy Statement

The Board of Nursing will not tolerate discrimination or harassment based on age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute. All personnel actions of the Board of Nursing, and all licensing actions and disciplinary actions concerning licensees, shall be administered according to this policy. The Board will screen and monitor all vendors/providers to ensure they abide by this policy.

Diversity and Inclusion Support Statement

Oregon State Board of Nursing will gain an appreciation of the 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 and is committed to increase our efforts to recruit, hire, train, develop, and support a workforce that reflects the diversity of our State. This commitment and ongoing practice will strengthen the agency and make us more effective in carrying out our mission.

OSBN's Leadership Team will ensure employees strive to be responsive to promote the ongoing practice of fostering an inclusive workplace culture to make us more effective in carrying out our mission of protecting the public and serving those in the nursing profession.

Key Staff

Executive Director

Rachel Prusak, MSN, APRN, FNP

Rachel.prusak@osbn.oregon.gov

971-673-0685

Governor's Policy Advisor for OSBN

Melinda Gross

Director of Cultural Change

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Affirmative Action Representative

Kelly Stiles

Human Resources Manager

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Lead for COBID Contracting and Procurement

John Etherington

Business Operations Manager

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Agency Organizational Chart

Please see [Appendix A](#)

Roles for Implementation of Affirmative Action Plan Responsibilities

Director/Administrator

- Foster and promote to employees the importance of a diverse, inclusive, and discrimination/harassment free workplace.
- Approve strategies and timetables for meeting affirmative action goals.
- Regularly discuss and review the Affirmative Action Plan with members of the agency's leadership team.
- Act as the Affirmative Action Officer directly to the Board.

Managers and Supervisors

- Foster and promote to employees the importance of a diverse, inclusive, and discrimination/harassment free workplace.
- Participate in education on the agency affirmative action goals, understand their own responsibilities, and self-evaluation of how they are achieving the plan goals and objectives.
- Regularly discuss and review the Affirmative Action Plan and DEIA Action Plan with staff; address questions and consider feedback from staff; review with the Executive Director and Affirmative Action Representative for further review.
- Attend trainings, as offered, regarding diversity-related topics.
- Address any behavior or actions that could be perceived as discriminatory, harassing or bullying behavior based on an employee's race, gender, gender identity, ethnicity or disability.

Affirmative Action Representative or Designee

- Work with the Executive Director, managers, and supervisors to promote a diverse workforce and inclusive work environment to help attain the Affirmative Action goals of the board. Encourage the retention of existing employees and create new learning opportunities for them.
- As an agency representative, attend Affirmative Action meetings and Office of Cultural Change events as available. Communicate key take-aways and updates to Executive Director, managers, and staff.

- Discuss with the Executive Director and managers methods for removal of barriers to implementation and achievement of agency affirmative action goals.
- Assist the Executive Director and managers when responding to staff concerns; assist in complaint investigations and determining appropriate action once the investigation is completed.
- Routinely review and update policies and procedures pertaining to employee health and safety including: FMLA/OFLA/PLO, ADA and Workers Compensation (including ergonomic assessments) to ensure a safe and accommodating workplace.
- Recruitment and Retention efforts will include:
 - *Recruitment*
 - All position postings will include the following statement: *The Oregon State Board of Nursing is an equal opportunity, affirmative action employer committed to workforce diversity.*
 - Hiring managers and HR staff will work together to create position postings that attract a diverse pool of applicants.
 - HR staff will follow DAS recommendations regarding application requirements to remove barriers and attract a diverse pool of applicants.
 - All current, revised and future position descriptions will include a statement that addresses the expectation that all employees adhere to the agency's Affirmative Action Plan.
 - *Retention*
 - Ensure agency training opportunities are offered free of discrimination based on race, religion, national origin, age, gender, sexual orientation, veteran status, or disability.
 - Provide, or sponsor staff organizational development and educational opportunities that focus on DEIA topics and initiatives.
 - Offer the statewide exit interview survey to all employees leaving the agency to determine how to effectively address turnover and develop strategies to improve retention.

- New Employee Orientation will include:
 - Communicate to new employees agency values and describe the agency's commitment to personal and professional growth of all employees.
 - Review and discuss applicable agency and DAS policies and procedures pertaining to the commitment of promoting and maintaining a respectful and discrimination/harassment-free workplace.

Other Staff

- Attend statewide cultural change events when available.
- Responsible for reading and understanding our policies and procedures and acting accordingly.
- Everyone is accountable for their actions.

2023-2025 Biennium Affirmative Action Progress Report

Progress on 2023-2025 Affirmative Action Plan Strategies and Goals

- 1) **Issue:** Only 20% of staff self- identify as non-white

Progress: Challenges still exist in this area as recruitments, from the management level to the paraprofessional level, are not attracting a diverse candidate pool. The agency has recently hired a new HR Manager in April 2024 who is currently reviewing the agency's recruitment process. Pulling resources from the HR support team at DCBS and attending monthly CHRO statewide recruiter meetings, the HR Manager is revamping the agency's current job posting template with the goal of creating customized job postings for each recruitment. As part of the template development process, the HR Manager is meeting with employees to gain an understanding of positions throughout the agency to create a more targeted recruitment approach with goal of attracting a highly qualified and diverse candidate pool.

- 2) **Issue:** Remote work impacting participation in agency group activities such as socials, fundraisers, celebrations, etc. Staff are not willing to drive into the office to participate. All internal fundraising and activities have been suspended since 2021, except for the Red Cross Blood Drive.

Progress: With the hiring of a new Executive Director in July 2023 and over the course of a year, four new executive/management level staff (Chief of Staff, Investigations Manager, Licensing Manager, HR Manager) in-person meetings, trainings, and events are slowly and consistently being re-introduced. Recent examples include monthly in-person management team, department, and all-staff meetings; in-person trainings focused on effective communication and teambuilding trainings.

- 3) **Issue:** Review all position descriptions to assure that affirmative action, diversity, equity, and inclusion responsibilities are part of all executive and management position descriptions (EO 22-11).

Progress: Because of the recent transition in the leadership of the HR Department, progress has been stalled as the new HR Manager is still learning state and agency HR processes and procedures. DEIA language is being added into newly developed or recently revised position descriptions as an “ongoing” essential function of the position. This language will be added into every new and revised position description (and job posting) throughout the agency during the next biennium.

- 4) **Issue:** Agency does not track. Evaluate, or measure trends in agency discrimination and/or harassment claims. (EO 22-11)

Progress: As noted in Issue #3, because of the recent transition in the leadership of the HR Department, progress has been stalled as the new HR Manager is still learning state and agency HR processes and procedures. An action item will be created to address this issue in the next biennium.

- 5) **Issue:** Agency does not have a routine, progressive education plan for managers, the Board and staff regarding DEI and affirmative action.

Progress: As noted in Issues #3 and #4, because of the recent transition in the leadership of the HR Department, progress has been stalled as the new HR Manager is still learning state and agency HR processes and procedures. With the assistance of the Executive Director, Chief of Staff and Investigations Manager, a DEIA committee will be established in September 2024. This committee will review the educational needs of the agency as it pertains to DEIA and develop or work with subject matter experts to develop trainings and provide tools with the goal of creating a workplace culture focused on creating and maintaining a respectful for employees, board members, and the public.

Leadership Evaluation Report

ORS 659A.012 requires agencies “to achieve the public policy of the State of Oregon for persons in the State to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every State agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance.”

Confirmation of Compliance

This requirement is met through quarterly check-ins with all supervisory roles to ensure that this is kept as a focus.

Workforce Demographic Data and Analysis

Please see [Appendix B](#)

2024-2026 Biennium Affirmative Action Plan Strategies and Goals

Goals/Measures/Implementations

Many goals will be a carryover from the previous biennium. With a relatively new leadership team, as five out of the seven members (including the Executive Director) have a tenure of a year or less with the agency, there have been many changes at both an operational and cultural level. While these changes have beneficial to the agency and its employees, there is still much to do and OSBN is both enthusiastic about looking at last biennium's goals and objectives with "fresh eyes," as well as looking ahead in creating exciting and aspirational goals for the future.

- Champion DEIA initiatives as identified in OSBN's 2024-2027 Strategic Plan and DEIA Plan Create DEIA committee to define actual or perceived barriers to hiring of under-represented populations. As identified in OSBN's 2024-2027 Strategic Plan-focus on improving the recruitment process in an effort to fill vacancies with highly qualified individuals. ***(Human Resources Manager)***
- Promote equal employment opportunities and pay equity in the workplace. ***(Leadership Team)***
- Review, update, and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes. ***(Human Resources Manager)***
- With an intentional equity lens, continue to review and update position descriptions and add inclusive language on job postings. ***(Human Resources Manager)***
- Encourage diverse members of the public and licensees to apply for Board membership by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees. ***(Executive Director)***
- Encourage diverse members of the public and licensees to apply for Rule advisory committees by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees. ***(Executive Director)***
- Implement comprehensive onboarding and new employee training program ***(Human Resources Manager/Leadership Team)***
- As identified in OSBN's 2024-2027 Strategic Plan-focus on efforts to retain current staff ***(Human Resources Manager/Leadership Team)***
- Design and implement a cross-training program ***(Cross-Training will be created by each department head based on the specific needs of their respective departments)***

- Develop pathways for staff and leader development and progression based on needs assessment (***Executive Director/Leadership Team/Human Resources Manager***)
- Utilize internal and external resources to provide ongoing effective communication and teambuilding trainings and workshops (***Executive Director/Leadership Team/Human Resources Manager***)

Training, Education, and Development

Recruitment/Selection: The Board of Nursing takes proactive steps to provide fair and equal opportunities in our business process of hiring. The Board of Nursing's recruitment announcements and advertisements identifies the agency as an Equal Opportunity/Affirmative Action employer and includes this statement:

We are proud to be an Equal Opportunity Employer. We are actively working to build an equitable agency free of racism, discrimination, and bias. We believe that teams in which everyone can show up as their full authentic self are key to creating a thriving workforce that can better serve communities. We welcome members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQIA2S+ community members, and others to apply.

Retention: All agency employees who meet minimum qualification standards will be provided an opportunity to apply and interview for open positions within the agency, including promotions. Supervisors coach for success, with an understanding of each employee's functions, goals, and developmental needs. Employees are evaluated per Department of Administrative Services (DAS) procedures.

Employees: All new employees to OSBN are provided with policies and procedures during new employee orientation. Employees (post offer and 30 days post hire) complete the following DAS trainings and policy review via Workday onboarding portal:

- *Workplace Effects of Domestic Violence, Harassment, Sexual Assault, and Stalking*
- *Weapons in the Workplace*
- *Violence-Free Workplace*
- *Managing Improper Governmental Conduct*
- *Drug-Free Workplace*
- *Maintaining a Professional Workplace*
- *Discrimination and Harassment Free Workplace*

The orientation includes a request for new employees to review the agency's affirmation action plan and guidance on how to bring forward concerns or complaints of inappropriate conduct. All concerns/ complaints brought forward are taken seriously and resolved as quickly as possible and follows a structured investigatory process. (*Please see the Complaint Options section of this report.*)

Volunteers: Due to the sensitivity and security requirements the Board does not utilize any volunteers.

Contractors/Vendors: All contractors and vendors are escorted throughout the building unless they have had a national fingerprint background check clearance and per agency requirements. Behaviors exhibited by contractors/vendors that do not meet Board of Nursing expectations will be reported to their supervisor, Executive Director, or Human Resources. Contractors/Vendors that do not demonstrate the expected standards will meet with the Executive Director or Chief of Staff to discuss expectations. If negative behavior continues, said contractors/vendors will not be given access to the building and reported to DAS procurement for further review regarding access to state agencies.

Program Areas

Internships: Due to the size and work of the agency there are no internships offered.

Mentorships: Mentorship opportunities are offered to graduate nursing leadership students who shadow the Executive Director for a specified period. These mentorships are usually requested by the education program and agreed to base upon current Executive Director workload. Goals and objectives are determined prior to the beginning of the shadow experience.

Community Outreach: The mission of the Board and limited number of FTEs does not lend itself to participating at career fairs or other community events. Over 90% of the staff work remotely with intermittent presence within the agency building. The Red Cross Blood Drives have continued to be held as this event is open to all within the building complex and the public in general. The agency will continue to host flu shot clinics and any other vaccine clinics authorized by the state. These clinics are open to all state employees in the area. The agency will continue to participate in any state fundraising activity.

Agency-Wide Diversity Council: At present the Board does not have an agency-wide diversity council.

Employee Resource Groups/Affinity Groups: At present the agency does not have these types of groups.

Diversity Presentations, Trainings, and or other activities: The development of this program was stalled due to COVID-19. A DEIA committee will be formed in September 2024 and will begin creating presentations, trainings and other activities to address and educate agency staff on topics such as anti-discrimination, health disparities and inequities, trauma-informed processes, bias recognition, and best practices to recognize and address actual or perceived barriers to hiring under-represented populations.

Leadership Development/Training Programs: Since the hiring of the new Executive Director in 2023, at least two new managers have completed DAS's *Foundational Training Program*; it is anticipated that this training will be utilized in 2024 for others in management positions (Investigations Manager, Investigations Support Manager, HR Manager).

Executive Order 22-11 Updates

This EO was declared 6/16/2022 and builds on the previous Affirmative Action, Equal Employment Opportunity Plan and Diversity, Equity, and Inclusion Plan. Requirements of EO will be included in this Affirmative Action Plan. The agency goals for the remainder of the 2023-2025 biennium and 2024-2026 biennium will incorporate the goals outlined in this order.

Complaint options

Complaint Investigation Process

1. Employees identified in the complaint, and bargaining unit steward (if applicable) are notified that a complaint has been filed, the nature of the complaint, and the investigatory process. The Human Resources Manager will clearly communicate that while the investigation will be conducted in a respectful manner, there can be no guarantee of 100% confidentiality throughout the investigatory process.
2. Upon conclusion of the investigation, the Human Resources Manager will meet with the employee(s) immediate supervisor(s) or appropriate party based on the nature of the complaint and employees named in the complaint, and the Executive Director to determine what appropriate action should be taken based on the outcome of the investigation.
3. Upon conclusion of the investigation, employees identified in the complaint will be notified. Specific information pertaining to any and all findings and actions taken will only be disclosed as required by agency policy, DAS policy and applicable collective bargaining agreements.
4. The investigation file will be kept in a separate file and will not become part of an employee's personnel file (physical or electronic).

Complaint Filing Options

Collective bargaining grievance procedures:

[SEIU Special Agencies Coalition 2023-2025.pdf \(oregon.gov\)](#)

Filing a complaint with BOLI's Civil Rights Division:

https://www.oregon.gov/boli/CRD/Pages/C_Crcompl.aspx

File a complaint with the Federal Equal Employment Opportunity Commission (EEOC):

https://www.eeoc.gov/federal/fed_employees/filing_complaint.cfm

File a civil suit in State Circuit Court:

<https://www.courts.oregon.gov/how/Pages/file.aspx>

File a civil suit in Federal District Court:

<http://www.uscourts.gov/about-federal-courts/types-cases/civil-cases>

Succession Plan

Succession planning for Board members has been a priority for the Board staff. Assuring that the representation on the Board, both professional and public, are consistent with the demographics of the profession and of Oregon. Internally, each department has a “desk book” outlining department procedures to provide new employees with documented pathways to help achieve the mission of the agency. Succession planning at the executive/management level of the agency has been in process since September of 2021 with a new Executive Director hired in July 2023. Since July 2023 the following staffing changes have occurred:

Addition of **Chief of Staff** position-October 2023

Contact Center Support Supervisor-January 2024

Executive Assistant-February 2024

Investigations Manager-March 2024

HR Analyst 3 (HR Manager)-April 2024

Licensing Manager-May 2024

Investigations Support Manager-Current Recruitment

The model for succession planning is per the National Council of State Boards of Nursing, the national professional organization for nursing regulatory boards and the Department of Administrative Services (DAS) guidelines. A draft Succession Plan was developed by the Executive Director and finalized on December 30, 2023. A 2024 updated Succession was discussed during the April 2024 Strategic Planning meeting.

Status of Contracts to Minority Businesses (ORS 659A.015)

Number of Contracts with Minority or Women-Owned Business

The agency does contract with subject matter experts for investigative case review and testimony at contested case. All the current consultants are women; however, this may be due to the demographics of nursing rather than intentionally seeking women-owned contractors.

Appendices and Additional Information

APPENDIX A

Organizational Chart

APPENDIX B

Workforce Demographic Data and Analysis

APPENDIX C

State Policies Linked to this Policy

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

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

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

References:

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

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

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

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

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

APPENDIX D

Federal Policies Linked to this Policy

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

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

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

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

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

[Retaliation Title VII of Civil Agency Affirmative Action Policy](#)

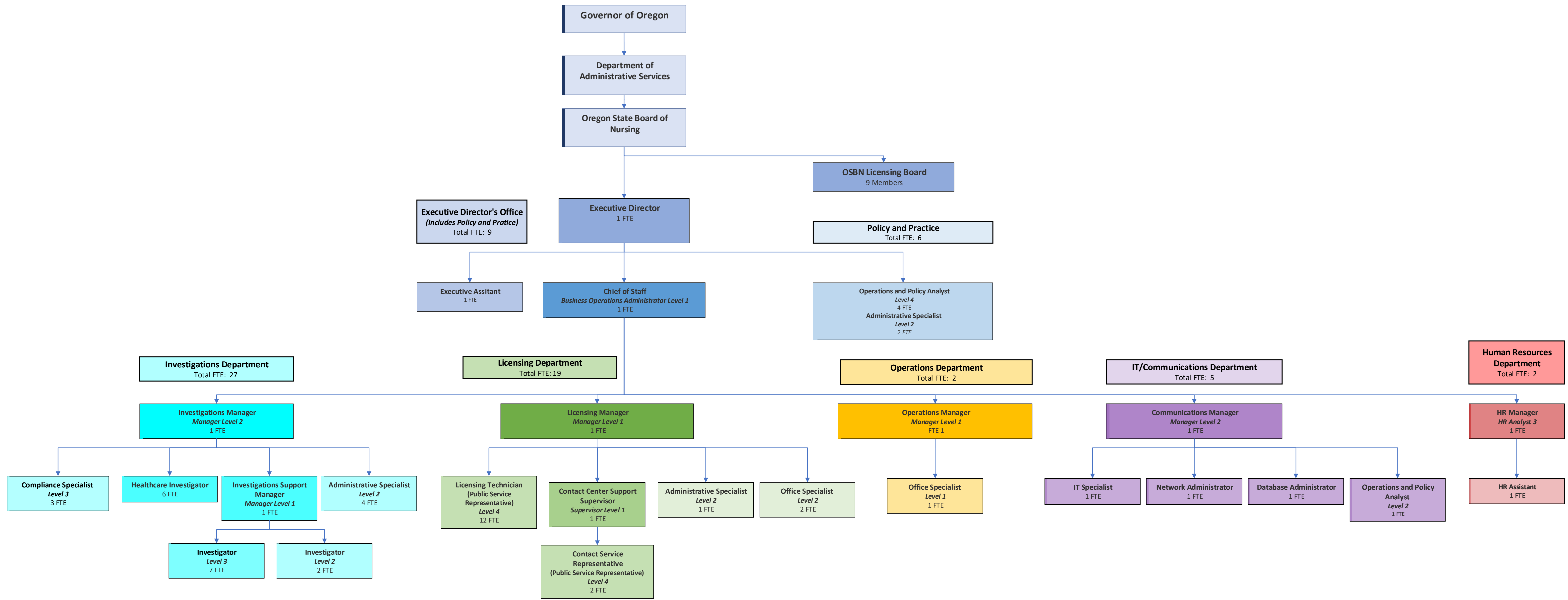
APPENDIX E

2024 DEIA Action Plan

2024 Strategic Plan

2023 Succession Plan

Confidentiality Policy



Appendix B
Demographic Information

Job Category	Total FTE	Gender	Race	Disability	Veteran Status	Generation	
Executive/Management	7	Male: 2 FTE	White: 7 FTE	None Reported	None Reported	Baby Boomer: 1 FTE	
		Female: 5 FTE				Generation X: 3 FTE	
						Millennial: 3 FTE	
Administrative Support	12	Female: 12 FTE	White: 12 FTE	None Reported	None Reported	Baby Boomer: 1 FTE	
						Generation X: 6 FTE	
						Millennial: 5 FTE	
Paraprofessional	14	Male: 4 FTE	White: 11 FTE	None Reported	None Reported	Baby Boomer: 6 FTE	
		Female: 10 FTE	Hispanic: 1 FTE			Generation X: 3 FTE	
			Did not disclose: 1 FTE			Millennial: 5 FTE	
			Black: 1 FTE				
Technical	3	Male: 3 FTE	White: 3 FTE	None Reported	None Reported	Baby Boomer: 1 FTE	
							Generation X: 1 FTE
							Millennial: 1 FTE
Professional	22	Male: 5 FTE	White: 20 FTE	None Reported	1 FTE	Baby Boomer: 6 FTE	
		Female: 17 FTE	Two or More Races: 1 FTE			Generation X: 13 FTE	
			American Indian/Alaska Native: 1 FTE			Millennial: 3 FTE	



Oregon State Board of Nursing Diversity, Equity,
Inclusion & Accessibility Action Plan

Oregon State Board of Nursing
Diversity, Equity, Inclusion &
Accessibility Action Plan

A Message to the public from Executive Director Rachel Prusak, MSN, APRN, FNP:

The Oregon State Board of Nursing (OSBN) serves all Oregon citizens and respects and is inclusive of the diversity among those citizens. To conduct its mission, the OSBN aims to embrace initiatives and policies consistent with respect for diversity, equity, inclusion, and accessibility (DEIA) in nursing regulation.

Systemic racism, discrimination, and structural inequities cause many Oregonians to experience alarming levels of disparity in access to healthcare resources and in achieving quality health outcomes. The OSBN embraces its responsibility to ensure health equity for all genders, ages, races, national origins, colors, ethnicities, religions, physiological and psychological disabilities, sexual orientations, and those with veteran status in Oregon. Individuals in all these categories should expect that nursing practice will be regulated to protect their health, safety, and wellbeing. They should further expect that they will have the ability to have their voices heard in pursuit of these goals.

Only by embracing the variety of cultures embodied by Oregon's citizens can the OSBN provide the best possible service to the public, applicants, and licensees. The OSBN's commitment to Oregonians comes from its Board and management team and includes all staff.

Sincerely,

Rachel Prusak, MSN, APRN, FNP Executive Director OSBN

A Message to OSBN Employees from Executive Director Rachel Prusak, MSN, APRN, FNP

Diversity, Equity, Inclusion, and Accessibility (DEIA) is a fundamental principle of my vision for the agency, and we have a unique opportunity to join other state agencies in DEIA efforts. Honoring Diversity, Equity, Inclusion, and Accessibility at OSBN will not be about virtue signaling or action plans that sit on a shelf. DEIA is not about compromising or lowering our standard of excellence and reducing expectations from our workforce. Doing DEIA 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.

DEIA requires us to raise our standards to improve customer service and continue improving internal and public-facing interactions, perceptions, outreach, and engagement efforts. Doing DEIA work well means we lead by example in our offices and communities to ensure we welcome differences, protect the rights of all people, and, despite our differences, treat everyone with dignity and respect. While these efforts may seem new, our DEIA obligations are already embedded in our organizational values in our Mission and Value Statement.

Integrity: We inspire trust and excellence through professionalism and accountability.

Collaboration: We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.

Stewardship: We serve the public through responsiveness and effective use of financial, physical, and people resources.

Simplicity: We reduce barriers to clear communication and streamlined processes.

Innovation: We empower change in teamwork and transparency.

I am asking OSBN to reaffirm our commitment to these values and advance in our mission to serve all people with a focus on our mission - by building upon a diverse, professional, and trustworthy workforce.

Sincerely,

Rachel Prusak, MSN, APRN, FNP Executive Director OSBN

Definitions

Diversity means honoring and including people of diverse backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Equity acknowledges that not all people, or all communities, are starting from the same place due to historical and current systems of oppression. Equity is the effort to provide various levels of support based on an individual's or group's needs to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires redistributing resources, power, and opportunity to those communities.

Inclusion is a state of belonging when persons of diverse backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Inclusion is the environment that organizations create to allow these differences to thrive.

Accessibility is the practice of making information, activities, and environments sensible, meaningful, and usable for as many people as possible.



Mission, Vision, And Values

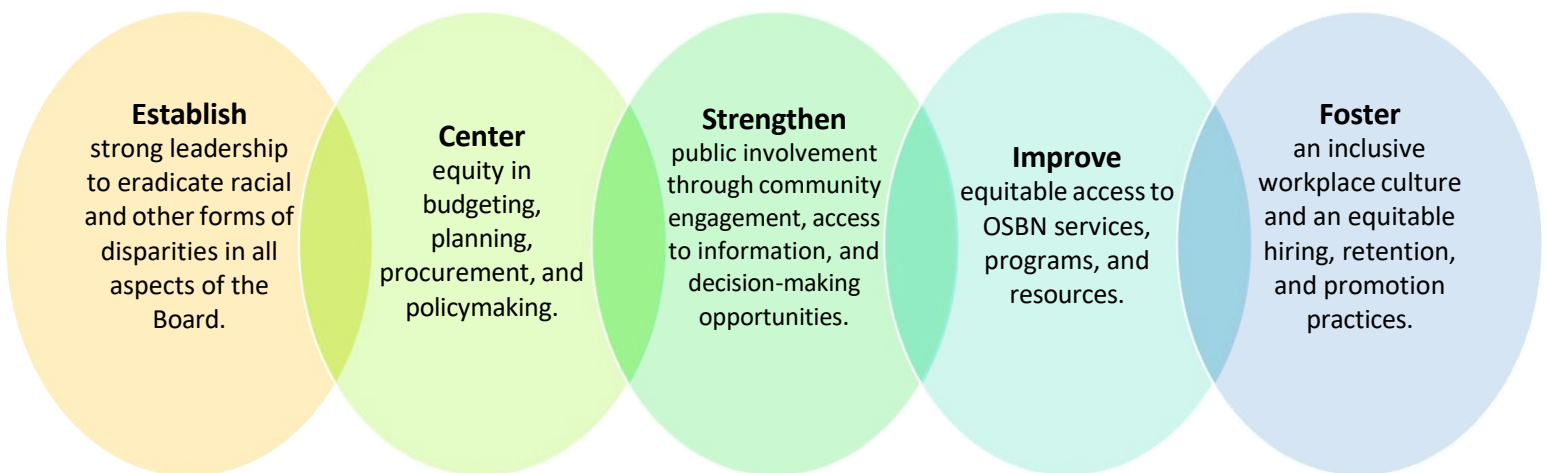
OSBN Mission: The Oregon State Board of Nursing is committed to protecting the public through *regulatory* excellence and promoting the wellness of *nursing professionals*.

OSBN Vision: A safe and healthy public promoted through a healthy and diverse nursing workforce.

OSBN Values: The Oregon State Board of Nursing values further the mission and shape the culture of the agency.

- **Integrity:** We inspire trust and excellence through professionalism and accountability.
- **Collaboration:** We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.
- **Stewardship:** We serve the public through responsiveness and effective use of financial, physical, and people resources.
- **Simplicity:** We reduce barriers to clear communication and streamlined processes.
- **Innovation:** We empower change in teamwork and transparency.

Equity Goals



DEIA PLAN: Next Steps: The OSBN Executive Director gained clarity by connecting with the leadership team, the Office of Cultural Change within Department of Administrative Services, the OSBN Board and the OSBN Staff from January 2024 to May 2024. It is now time to focus and act. OSBN Board and Staff must adopt a statement of philosophy and create a DEIA committee.

- Adopt a Statement of Philosophy clearly explaining the board’s position on diversity, equity, inclusion, and accessibility outlining the value of the Board’s commitment to equitable processes for licensees, and the Board’s position against discrimination of any sort as a professional expectation.
 - **Timeline: September 2024**

- Create a DEIA committee and provide DEIA trainings topics such as anti-discrimination, health disparities and inequities, trauma-informed processes, and bias recognition, ensuring Board members and staff have understandings of how inequities relate to the patient safety mission of the Board.
 - **Timeline: September 2024**

Strategic Imperatives

Strategic Imperative 1: Increase Diversity of Board Members and External Partners:

Community engagement means collaborating with the community and building meaningful partnerships to inform decision-making. Engaging impacted communities ensures that OSBN plans are relevant, effective, and build on the existing solutions, ideas, and strengths that Oregon’s diverse communities have to offer. Fundamental to the role of the Board is the maintenance and strengthening of public trust in the practice of nursing and in professional self-regulation. **Actions:**

- Encourage diverse members of the public and licensees to apply for Board membership by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees.
 - **Timeline: Yearly Vacancies**

- Encourage diverse members of the public and licensees to apply for Rule advisory committees by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees.
 - **Timeline: Ongoing**

Strategic Initiative 2: Increase Access to OSBN Services: Collaborative and coordinated communication efforts are needed to reach people who have not been provided information

sufficiently in the past. Services must be delivered equitably so that all Oregonians can access and benefit from the OSBN's work. **Actions:**

- Improve language access services on customer service phones.
 - **September: 2024**

- Provide multiple pathways and languages to submit complaints.
 - **December 2024**

 - Publish articles in the quarterly OSBN Sentinel Publication featuring authors of diverse racial and ethnic communities and with a focus on DEIA in medical regulation, education, or patient care.

 - **Timeline: December 2024**

Strategy 3: Recruiting & Hiring

OSBN promotes public service through intentional and purposeful recruitment, hiring, and retention of culturally and ethnically diverse staff, Board members, and committee members while ensuring a safe, inclusive, accessible, and belonging working environment for all. **Actions:**

- Promote equal employment opportunities and pay equity in the workplace.
 - **Timeline: June 2024**

- Review, update, and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes.
 - **Timeline: December 2024**

- With an intentional equity lens, Review and update position descriptions and add inclusive language on job postings.
 - **Timeline: December 2024**

DEIA Action Plan: Implement, Evaluate, and Measure

Oregon State Board of Nursing will partner with the state office of Cultural Change to ensure alignment with enterprise efforts to promote diversity, equity, inclusion, and accessibility. This includes but is not limited to, ensuring all OSBN employees strive to be responsive to promote the ongoing practice of fostering an inclusive workplace culture in support of our agency's commitment to protecting the public.

Oregon State Board of Nursing will also become a trauma informed agency. Empathy, Compassion, and Curiosity in Our Work of Equity, Diversity, Inclusion, and Accessibility. 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.

Oregon State Board of Nursing will gain an appreciation of the 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.

The Oregon State Board of Nursing is committed to increase our efforts to recruit, hire, train, develop, and support a workforce that reflects the diversity of our State. This commitment and ongoing practice will strengthen the agency and make us more effective in carrying out our mission.





2024
2027

Oregon State Board of Nursing

Strategic
Plan

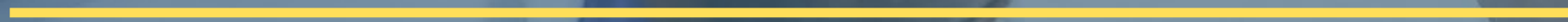


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Overview

The Oregon State Board of Nursing (OSBN) was established in 1911. [The nine OSBN board members are appointed by the Governor](#) and include two public members, four registered nurses, one licensed practical nurse, one certified nursing assistant, and one nurse practitioner.

The four RN members represent various areas of nursing practice as follows: one nurse educator, one nurse administrator, and two direct-care non-supervisory nurses. They also represent a variety of geographic locations. Board members serve three-year terms. The OSBN is part of the executive branch of Oregon state government.

The OSBN meets regularly throughout the year, holding five in-person meetings and seven teleconferenced meetings. It may hold special meetings if necessary. Board meetings are open to the public. The OSBN employs a staff of about 50 who provide customer service and assist the Board in carrying out its mission.

The OSBN, with the help of its staff:

- Interprets the Oregon Nurse Practice Act;
- Evaluates and approves nursing education and nursing assistant training programs;
- Issues licenses and renewals;
- Investigates complaints and takes disciplinary action against licensees who violate the Oregon Nurse Practice Act;
- Maintains the nursing assistant registry and administers competency evaluations for nursing assistants; and,
- Provides testimony to the legislature and other organizations as needed.





OSBN Mission

The Oregon State Board of Nursing is committed to protecting the public through regulatory excellence and promoting the wellness of our nursing professionals.

OSBN Vision

A safe and healthy public promoted through a healthy and diverse nursing workforce.

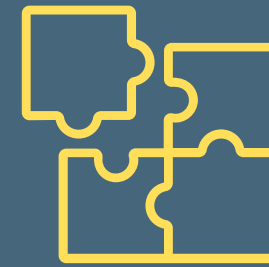
OSBN Values



Collaboration:
We are inclusive and respectfully accept and contribute valuable ideas to achieve goals



Innovation:We empower change through teamwork and transparency



Integrity:We inspire trust and excellence through professionalism and accountability



Simplicity:
We reduce barriers through clear communication and streamlined processes



Stewardship: -We serve the public through responsive and effective use of financial, physical and people resources



Strategic Focus

This strategic plan lays out OSBN's imperatives for the next four years.

The imperatives are critical focus areas. Each imperative has supporting objectives and strategies that outline how OSBN will drive and measure improvement across the imperative areas.

Strategic Imperative #1

Diversity, Equity, Inclusion, and Accessibility

DEIA is critical at Oregon State Board of Nursing. Our DEIA Committee will drive the implementation of a DEIA plan with key strategies for improvement.

Objective 1: Increase access to OSBN services

Strategies:

- Improve language access services to our customer by phone
- Provide multiple pathways and languages to submit complaints
- With an intentional equity lens, add inclusive language to policies, procedures, and nurse practice act

Objective 2: Increase diversity of external partners

Strategies:

- Ensure diversity within Board Members
- Ensure diversity within Rule Advisory Committees

Objective 3: Recruiting and Hiring

Strategies:

- With an intentional equity lens, add inclusive language on job postings
- Review, update, and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes.

Strategic Imperative #2

Customer Service and Communication

OSBN serves all Oregon citizens and providing excellent customer service is a critical imperative.

Objective 1: Improve our relationships with our customers

Strategies:

- Optimize customer service
 - Increase phone hours and Improve phone technology
 - Improve language access
 - Simplify application and complaint forms

Objective 2: Become a Trauma Informed Agency

Strategies:

- Implement ongoing training in trauma informed practices
- Ensure application questions are trauma informed and free from stigmatizing language

Objective 3: Focus on Key Performance Measures

Strategies:

- Maintain 2023 application timeliness performance as measured by time from complete license application to license determination.
- Overall Customer Satisfaction (good and excellent) – target 2% improvement each year over 2023.

Strategic Imperative #3

Employee Retention and Recruitment

OSBN is focusing on retention and recruitment to increase staff well being and to ensure the agency's succession plan is supported.

Objective 1: Complete an agency infrastructure needs assessment

Strategies:

- Identify opportunities to create growth and development pathways for staff and leaders
- Identify areas of redundancy and inefficiency and streamline infrastructure

Objective 2: Improve recruitment and retention

Strategies:

- Broaden recruiting strategies
- Implement comprehensive onboarding and new employee training program
- Design and implement a cross-training program
- Develop pathways for staff and leader development and progression based on needs assessment

Phased Approach

Phase 1: Clarity

Timeline: January 2024 - June 2024

What environmental factors must we consider, and what are the customer and partner's perceptions about Oregon and the agency?

Mission

Our purpose is not just a statement anymore; it's a collective call to action that each one of us plays a crucial role in.

Vision

What is the ideal future state we are trying to create?

Values

Our values are the internal fundamental beliefs that shape how we work together and serve our mission.

Phase 2: Focus and Action

Timeline: June 2024 - December 2025

Priorities

What must be accomplished over the planning horizon?

Goals

What collective action do we need to take to deliver on our priorities?

Metrics

How will we measure success?

Phase 3: Implement, Evaluate, and Measure

Timeline: January 2026 - December 2027

Action Plan

What actions need to be taken by teams to achieve plan priorities?

Track Progress

How are we doing? This is not just a question but a call for each of us to take responsibility, adjust, or take different actions to ensure the success of our strategic plan.

Report

Share results and progress toward plan goals.

Monitoring and Evaluating

The OSBN strategic plan has a four-year horizon. OSBN leaders and committees will drive the work forward on each critical imperative.

Progress will be continuously monitored.

Reports will be developed and shared with Board and Community partners quarterly.

Imperatives and objectives will be evaluated yearly.



Succession Plan

Oregon State Board of Nursing

December 30, 2023

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Succession Plan Template

Assessment | Mission and Vision

Mission

The Oregon State Board of Nursing safeguards the public's health and well-being by providing guidance for, and regulation of, entry into the profession, nursing education, and continuing safe practice.

Values

- Integrity: We inspire trust and excellence through professionalism and accountability.
- Collaboration: We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.
- Stewardship: We serve the public through responsive and effective use of financial, physical and people resources.
- Simplicity: We reduce barriers through clear communication and streamlined processes.
- Innovation: We empower change through teamwork and transparency.

Future Workforce

Upcoming agency changes and future work and potential challenges (i.e., operational changes, funding changes, recruitment/retention challenges).

The Oregon State Board of Nursing is rebuilding post pandemic with a new executive director and lots of workforce changes. The average age of OSBN employees is 50 years old and we currently have 15 employees (about 27% of our workforce) who will be eligible to retire in the next five years. Over 2023 OSBN has seen 13 employees leave OSBN including 5 retirements, 2 leave to other agencies, 4 resignations.

OSBN recruits for knowledge, experience and attributes that are sought after in the private sector. Although we offer excellent benefits and allow hybrid working, we frequently lose applicants and employees due to low pay and lack of potential career progression.

To retain current employees OSBN plans to work on department specific training programs and career development. For recruitment, we plan to expand our community outreach to different nurse communities; including those closer to retirement, as well as underrepresented groups to provide a larger and more diverse applicant pool.

Since the COVID-19 pandemic, workforce shortages, and private sector competition have made it extremely difficult to fill open positions at all levels of the agency. As a business regulatory agency, OSBN often recruits with the same knowledge, experience, and attributes as its regulating entities. Although the agency has excellent benefits and allows remote working, applicants are often drawn to private employers with more robust recruiting and incentive programs, have invested in new technologies and industry innovations, provide greater access to training programs/career progression, offer higher compensation at the entry- and senior-level positions, and increase compensation at more excellent rates. The agency expects that trend to continue.

Succession Plan Template

To attract and retain employees, the OSBN must develop career progression opportunities for entry-level and existing employees. Compensation is one of many reasons an employee will look outside the agency for career opportunities. If we do not create a career development and progression culture for our employees, this will drive current employees to look outside OSBN. It is a concern across the agency that some divisions need career path progression, and lower-level employees need more room for growth. For this reason, we have increased our community engagement with underserved and underrepresented groups, which has provided us with a more extensive pipeline of applicants and developed a robust employee engagement program.

Identification | Critical/Highly Critical Positions

OSBN's succession planning focuses on building our bench in positions that are highly critical or critical (based on the adjacent table) and likely to become vacant in the next one to five years.

Highly Critical

1. Information System Specialist (ISS) 8

- a. Competencies of Position:
Programming, Data collection and analysis, Information security, change management, training and development, project management, engineering, programming, research, attention to detail, critical thinking, customer focus, future oriented, innovation, planning and organization, problem solving, self-management, teamwork.
- b. Why identified as Highly Critical: A vacancy in this position would result a significant impact on OSBN. The person currently employed in this role is eligible for retirement within the year and OSBN currently employs just one person in this position. The ISS 8 position requires specialized knowledge and skills making recruitment challenging due to pay limitations compared to private sector opportunities. There is little to no promotional opportunity available.

NOT A CRITICAL POSITION	<ul style="list-style-type: none">• Vacancy would cause limited impact• Limited specialized knowledge or skills required• Strong recruitment potential• Competitive compensation package• Limited direct promotional opportunities
CRITICAL POSITION	<ul style="list-style-type: none">• Vacancy would cause an impact• Some specialized knowledge or skills required• Challenging recruitment• Moderately competitive compensation package• Skill set in demand• Promotional opportunities• Anticipate vacancy within the next 1 to 5 years
HIGHLY CRITICAL POSITION	<ul style="list-style-type: none">• Vacancy would cause a significant impact• Specialized knowledge or skills required• Very challenging recruitment• No competitive compensation package/compression issues• Skill set in high demand• Promotional opportunities• Anticipate vacancy within the next year

2. Operations & Policy Analyst 4 – Nurse Practice Act Analyst

- a. Competencies of Position: Compliance, Data Collection and analysis, Research, Medical Knowledge, Training and development, Eligibility determination, Education, Legal knowledge, problem-solving, project management, strategic thinking, interpersonal skills, future-oriented, critical thinking, communication, change management, emotional intelligence, attention to detail.
- b. Why identified as Highly Critical: A vacancy in any of our four positions would significantly impact OSBN. This position requires specialized knowledge and challenges recruitment due to competition with private sector opportunities. The

Succession Plan Template

skill set is in high demand, and there are few to no promotional opportunities within OSBN. We have one vacancy, and two others are possible within the next few years as one person is eligible for retirement, and another will be eligible within the next five years. Furthermore, how the state posts positions for specialized roles can sometimes impact recruitment and consider the candidate not to qualify.

3. Health Care Investigator / Advisor – Nurse Investigator

- a. Competencies of Position: Data collection and analysis, Information security, legal knowledge, medical knowledge, research, professionalism, self-management, time management, objectivity, interpersonal skills, communication, critical thinking, decision-making, empathy, emotional intelligence, and attention to detail.
- b. Why identified as Highly Critical: Currently, OSBN has two vacancies in our nurse investigator position. Taking on a job as an investigator is a pay cut to a nurse which impacts recruitment. Due to failed recruitment, a decision was made to backfill the investigator 3 position into the nurse investigator position. This has contributed to a backup in our investigations department because the nurse investigators hold specialized knowledge critical to upholding OSBN's mission of protecting the public. Within our investigations department, the nurse investigator serves as a medical expert and provides insights that other investigators lack.

Critical

1. Communications Manager

- a. Competencies of Position: Office Operations, Business intelligence, performance management, computer literacy, programming, compliance, education, research, accountability, equity, attention to detail, project management, goal directed, responsiveness, self-management, teamwork, planning and organization, prepare quarterly magazine communication for statewide distribution.
- b. Why identified as Critical: The person in this role oversees both IT and communication including managing our internal licensing and investigation software. They are currently eligible for retirement and have institutional and historical knowledge that is important to the mission of OSBN.

2. Information System Specialist 7 (ISS 7)

- a. Competencies of Position: Computer literacy, information security, research, equipment operation, maintain hardware (PCs, servers, mainframes, peripherals), maintain software, troubleshoot internal software requests and submit tickets as necessary, provide document storage solutions, identify new technologies, work with vendors as necessary.
- a. Why identified as Critical: OSBN currently only has one person trained in this role and a vacancy in this position would impact daily OSBN operations. Further factors challenging recruitment is that the ISS 7 position requires specialized, and highly sought after, knowledge; government pay for this role is below similar private sector roles; and there is little promotional opportunity available.

Development | For Critical and Highly Critical Positions

Highly Critical

1. Information System Specialist 8

- a. Plan for competency development:

Currently the person in OSBN's ISS 7 position has not focused on cross training for the ISS 8 position and will need to develop the knowledge and skills necessary. OSBN would like to potentially partner with DCBS and their IT trainer produced development trainings for employees looking to develop in their IT career.
- b. Overcoming recruitment/retention challenges:

The incumbent employee is currently eligible for retirement and private employer compensation for similar positions exceeds what OSBN offers. OSBN will focus our recruitment / development efforts on our existing employee base.
- c. Overcoming skill development challenges
OSBN will work with department manager to make sure necessary or continuing training opportunities for the ISS 8 are made available. Additionally, OSBN leadership will reach out to other state agencies to discuss partnering with them to develop ISS 8 position.

2. Operations & Policy Analyst 4 – Nurse Practice Act Analyst

- a. Plan for competency development:

There needs to be a pathway for internal employees to develop the necessary competencies to become a nurse practice act analyst. OSBN leadership is, however, discussing the requirements of these positions and considering diversifying to allow for a couple of non-nurse analysts. The plan would include the need to keep 2 of the NPA analyst's positions held by masters-prepared nurses but the opportunity to have them as leads and support non-nurse analysts.
- b. Overcoming recruitment/retention challenges:

To increase recruitment opportunities, OSBN is working to expand where we recruit for these positions – currently exploring advertising to nurses towards the end of their careers or those who may want or need to move away from direct care. We will focus on those nurses who are interested in policy development and can take a potential pay cut. We will also work with DAS to elevate the importance of ensuring a skilled HR manager can view resumes for the specialized skills of applicants.
- c. Overcoming skill development challenges:

OSBN leadership will work to provide training opportunities for our Nurse Practice Act Analysts, including Bill Tracker Training, DOJ Rules Writing

Succession Plan Template

Training, and additional instruction opportunities in the legislative process. Additionally, OSBN leadership is developing templates for best practices within legislative analysis, writing rules, and working with external partners.

3. Health Care Investigator / Advisor – Nurse Investigator

- a. Plan for competency development
There is currently no pathway for internal employees to develop the necessary competencies to become a nurse investigator. OSBN leadership is, however, discussing possible ways to partner with other organizations.
- b. Overcoming recruitment/retention challenges:
To increase recruitment opportunities, OSBN is working to expand where we recruit for these positions – currently exploring advertising to nurses towards the end of their careers or those who may want or need to move away from direct care. We will focus on those nurses who are interested in continuing to serve the public and are able to take a potential pay cut.
- c. Overcoming skill development challenges:
This one is challenging as you need to be a nurse to take on this role.

Critical

1. Communications Manager

- a. Plan for competency development:
Currently this position is working closely with executive director and chief of staff to educate and develop competencies.
- b. Overcoming recruitment/retention challenges:
This is an executive-level recruitment and OSBN will recruit from the private sector and will likely look to recruit from current or prior state agency employees with experience in communications and a desire to serve in a government role.
- c. Overcoming skill development challenges:
This position is a hybrid / amalgamation overseeing various sections of OSBN and will make building competencies internally challenging. This position oversees the IT department and works closely with IT vendors; every department in the agency; and provide outward facing communication support to Oregonians.

2. Information System Specialist 7 (ISS 7)

- a. Plan for competency development: (how are you going to build the bench strength for this position).
Currently the person in OSBN's ISS 6 position has not focused on cross training for the ISS 7 position and will need to develop the knowledge and skills necessary to take over this role. OSBN would like to potentially partner

Succession Plan Template

with DCBS and their trainings for employees looking to develop in their IT career.

- b. Overcoming recruitment/retention challenges:
The incumbent employee is currently eligible for retirement and private employer compensation for similar positions exceeds what OSBN offers. OSBN will focus our recruitment / development efforts on our existing employee base.
- c. Overcoming skill development challenges:
OSBN will work with department manager to make sure necessary or continuing training opportunities for the ISS 8 are made available. Additionally, OSBN leadership will reach out to other state agencies to discuss partnering with them to develop ISS 8 position.

Agency-wide plans for competency development

OSBN is working to provide additional training in agency-specific technologies, including the licensing and investigation software, ORBS, and training in using Teams channels. We are also working on department-specific training that will allow for competency development within department groups. These trainings include customer service development, legislative, rules development, and investigation best practices.

OSBN is working on process improvements to develop and cross-train employees within departments, building desk manuals agency-wide, and reviewing and building individual department policies, procedures, and workflows.

OSBN will work with HR to provide training on career advancement.

Evaluation | Competencies, Goals, and Recruitment Strategies

What are the agency's plans to evaluate and revisit this plan to ensure the agency is on track in the following areas:

Highly Critical/Critical Positions

OSBN will be reevaluating this plan annually at manager retreat.

Competency Adjustment

Position descriptions will be reviewed annually at PAF check-ins to adjust competencies as needed.

Employee Goals

OSBN will have managers check in with their employees during the PAF meetings to make sure career and skill development conversations are taking place with all employees.

Recruitment Strategies

What is the evaluation process to determine if the current and future recruitment and retention strategies are working and how will they be adjusted as needed?

Succession Plan Template

OSBN will be diversifying places job postings are shared to include other agency LinkedIn accounts (when appropriate) to share, we will also look to share in communities with high nurse contacts.

Action Plan |

This section will help the agency outline the actions needed to align the agency's strategic and succession plans. List the specific activities the agency will use, steps for completion and timeline to ensure agency's performance. Agencies should include metrics where appropriate.

ACTIVITY #1:

Objective: Improve diversity in recruitment process

Targeted Completion Date: September 2024

Intermediate Milestones: Staff and Board receive DEI training by April 2024, DEI committee formed by April 2024 to support work to implement DEI in hiring and onboarding practices.

Contingencies (if any): Potential staffing/funding changes

Metric Target: OSBN will create a tool to ensure diversity of their hiring panel to prevent unconscious bias in hiring.

Metric Definition: *OSBN will have an identified tool to quantifiably measure and track diversity, equity, and inclusion in recruitment process*

ACTIVITY No. 2:

Objective: Create Performance Accountability and Feedback (PAF) guidelines for managers that include a career development discussion and identify potential OSBN internal candidates for critical positions (through the Workday succession planning tool) to promote professional growth opportunities.

Targeted Completion Date: September 2024.

Intermediate Milestones: Managers Identify internal candidates for positions by June 2024.

Contingencies (if any): Potential unexpected staffing changes, and no internal candidate interest for identified positions.

Metric Target: Baseline = 2 positions identified as critical, Target = 2 positions with at least 1 identified potential candidate.

Metric Definition: Identified positions will have an internal named candidate in the Workday succession plan.

ACTIVITY #3:

Succession Plan Template

Objective: Expand recruitment efforts as OSBN highly critical positions are specialized making it challenging to identify internal candidates.

Targeted Completion Date: December 2024

Intermediate Milestones: Executive Director and deputy Director identified one state agency and one private sector nursing organization to partner with for recruitment for highly critical positions.

Contingencies (if any):

Metric Target: Baseline = 3 positions identified as highly critical, Target = 3 positions with at least 1 identified potential candidate.

Metric Definition: Executive Director and Deputy Director will have agreement with identified partners.

Conclusion

OSBN is actively attempting to mitigate the inherent loss of institutional knowledge that comes with many anticipated retirements by developing its existing workforce. This includes using the Performance Accountability and Feedback (PAF) quarterly check-in program to discuss employee career goals. By equitably developing our workforce, OSBN is confident that our present and future recruitment needs will be adequately addressed. Additionally, we are encouraging our divisions to take steps to ensure that critical positions have cross-trained employees who can perform the work while the recruitment of the position takes place. This allows the work to continue and provides career development opportunities for the workforce. For cross-training to be effective, it must be offered to all employees interested in career progression. Using the DEI lens, we must ensure that all employees have an equal opportunity to improve their skills.

OSBN lacks an assessment of representation trends to evaluate the representation of people of color, military veterans, employees who disclosed a disability, and people identifying as female. The succession plan has highlighted the need for OSBN to complete a thorough assessment of representation trends. OSBN will prioritize this work as there is a strong need to increase workforce representation across all groups to ensure that our workforce represents the people we serve.

Each year, we will evaluate the criticalness of each position and the succession plan. This approach will keep the focus on impending retirements. The average age of OSBN employees is 50 years old and we currently have 15 employees (about 27% of our workforce) who will be eligible to retire in the next five years. As an agency, we will focus on building an external pipeline of candidates and developing our current workforce to succeed in our hard-to-fill positions. We will also continue to focus on DEI and ensure that we are recruiting and retaining a diverse workforce.

Oregon State Board of Nursing Administrative Policy and Procedure

TITLE: Confidentiality	
Category: Human Resources	Effective Date: Nov 2016
Approved by: Jeri Hemmer, HR Specialist <i>Jeri Hemmer</i> <small>Jeri Hemmer (Mar 8, 2021 09:26 PST)</small>	Approved by: Ruby R. Jason, Executive Director <i>Ruby R. Jason</i> <small>Ruby R. Jason (Mar 8, 2021 09:27 PST)</small>
Signature	Signature

PURPOSE:

The goal of the policy is to provide general guidelines on confidentiality and information used internally among those that need the information in the course of their position duties. This security principle ensures information is not disclosed to unauthorized individuals.

POLICY:

All employees of the Board of Nursing:

- a. will not share personal and confidential information with individuals outside the agency;
- b. will foster a cooperative effort internally when sharing information for business purposes with co-workers.

Employees are expected to comply with: the Oregon Public Records Law; the agency's Information Security Plan; Agency Security Policy (IT-002); Agency Information Asset Classification Policy (IT-003); Agency Incident Response Policy and Procedure (IT-004); Disposal of Media Policy and Procedure (IT-005); and OSBN Misuse of Criminal Justice Information and Agency Equipment Policy (IT-006).

Records or information determined to be confidential are not to be disclosed outside of the agency and shall include, but is not limited to:

- Any information not readily made available to the public as per Oregon Statutes, Administrative Rules and this Board policy on confidentiality.
- Information gathered as part of ongoing or past investigation, including medical records.
- Responses from an employer to a license applicant or licensee's employment verification request.
- Information related to a licensee's participation in the Health Professionals' Services Program (HPSP), (unless order so stipulated is public) and related medical records.
- Personnel records not considered a public record defined in ORS 166-300-0040.
- Any information that you know or reasonably should know is considered confidential or any other information that your supervisor requested you to keep confidential, unless it is

your belief that the information could be considered gross misconduct or an illegal act by the supervisor. In this case, notify the next higher supervisor. (See ORS 659A.230)

All employees have the responsibility to safeguard confidential information and to refrain from disclosing that information, unless authorized to do so. All outside requests for records are to be referred to the Communications Manager, as the designated Public Information Officer. Release of any information to the press/media will be assessed/managed by the Public Information Officer. Staff are prohibited unless specifically assigned in writing to act in this capacity.

Violation of this policy may result in discipline, up to and including termination of employment.

PROCEDURE:

To keep your information confidential, employees must take the following actions:

- Keep files closed if you are not at your desk and lock up files at the end of each day before leaving.
- Verify fax numbers before transmitting.
- Verify mailing addresses before addressing envelopes.
- Seal envelopes containing confidential material before mailing in either US mail or state shuttle system.
- Be aware of your surroundings and who is nearby.
- Don't talk about confidential office matters outside the office or with non-employees.
- Close computer files before leaving your desk.
- Use a timed lock on your computer, or lock your screen whenever you leave your desk.
- Don't leave messages regarding confidential information on answering machines.
- Make sure confidential documents go face down into the locked shredding bin.
- When working on a copying job containing confidential material, don't leave the copy room or leave the material in the copy room or the copier.
- If talking about confidential matters, close your office door or go somewhere private.
- If you're not sure if you should release certain information, refer to references listed on this policy and ask your supervisor.
- Do not use the recycle bins to dispose of confidential information.
- Refer all requests for employment verification or personnel records to Human Resources. Managers may provide written verification of employment or recommendation on agency letterhead with the Executive Director's approval. Letters of reference written by non-management staff do not represent the agency and should not be written on agency letterhead.
- Documents, notes, files, records, computer files, and other information/materials determined to be confidential may NOT be removed from the Board premises without written permission from the immediate supervisor. Permission will be granted based on the assigned duties of the requestor and agency business needs.

REFERENCES:

ORS 678.126 Confidentiality of information; duty to investigate complaints; immunity
ORS 162.425 Misuse of confidential information.
ORS 192.501 Public records conditionally exempt from disclosure.
ORS 192.502 Other public records exempt from disclosure.

OSBN Information Security Plan & associated policies
OSBN Public Records Policy
OSBN Media Policy

POLICY HISTORY:

Adopted: 10/01/2014

Revised: 03/01/2021

Review by: 03/01/2024