Diversity, Equity, & Inclusion

Strategic Plan

2021-2023

Ohio Department of Public Safety
Governor of Ohio

Dear Fellow Ohioans,

Ohio is better when we embrace diversity and strive to be inclusive of all individuals regardless of race, background, gender, religion, or disability. Through Ohio’s equity agenda, state agencies are actively engaged in healing those who are hurting, fighting discrimination, creating opportunities, focusing on inclusion, and building awareness of systemic change needed to end disparities. Moving state government forward on the diversity, equity, and inclusion continuum shows that state government is committed to serving all people so they can live up to their God-given potential.

Very respectfully yours,

Mike DeWine

Ohio Department of Public Safety

The Ohio Department of Public Safety (ODPS) strives to be a valued representative of the statewide community in which we serve. Our mission is to advocate, support, and demonstrate value for a community that includes diversity in the broadest of terms: age, race, gender identity, physical ability, sexual orientation, neurodiversity, religion, immigrants, remote populations, socioeconomic status, and more.

Through intentional efforts and active engagement from recruitment to retirement, ODPS staff and I are committed to being an agency of choice that welcomes the diversity and uniqueness of all.

ODPS has a history of outreach and service. Although we have begun the conversation and the work, there is still more to do. With sustainable and authentic actions centered on diversity, equity and inclusion, our efforts continue.

The goal of allyship, belonging, and community where employees are valued, voices are heard, and services are provided that display respect and appreciation, provide advancement and opportunity for growth as well as individual and innovative contributions.

Diversity, equity, inclusion, allyship, belonging, and community are our foundation.

Sincerely,

Director Thomas J. Stickrath
The Ohio Department of Public Safety strives to fulfill its mission to save lives, reduce injuries and economic loss, to administer Ohio’s motor vehicle laws and to preserve the safety and well-being of all citizens with the most cost-effective and service-oriented methods available.

Our fundamental mission as an agency is to provide professional public safety services to the citizens of Ohio. We strive to ensure the Ohio Department of Public Safety (DPS) is as diverse as the communities we serve around the state, representing every background and belief, origin and orientation, color and creed, skill and perspective. DPS seeks to intentionally foster diversity, equity & inclusion by creating an environment where everyone is valued, respected, included, and heard; and, where employees have equal access to opportunities.

The Ohio Department of Public Safety serves as a diverse, inclusive, equal, and accessible employer. We abide by the legal requirements and principles of Equal Employment Opportunity (EEO) and Disability Inclusion.
State Diversity, Equity, and Inclusion (DEI) Vision

Ohio is a model for justice, equity, opportunity, and resilience to withstand future challenges. We are striving to become an advanced DEI organizational culture working to eliminate institutional and systemic bias for our people, in our policy, and within our public service.

Our Diversity, Equity, and Inclusion (DEI) Mission

Our commitment to diversity and inclusion is more than just a mission statement, a handful of policies, and a few yearly activities; it’s a movement and a mindset that creates excellence, sparks creativity and innovation, delivers fresh thinking, and fosters a welcoming environment where talented people thrive – allowing us to deliver quality services to the citizens of Ohio every day.

2023 Continuum Goal Placement

Using intentional and strategic communication, initiatives, training, and inclusion activities, DPS works to operate within conventional levels of Diversity, Equity, & Inclusion (DEI). Our efforts are designed to embrace and endorse principles of DEI that ensures the Agency best reflects, serves, values, and includes Ohio’s diversity in our People, Processes, Products, and Outcomes.
Our Traditions of Service & Equity

The Ohio Department of Public Safety strives to fulfill its mission to save lives, reduce injuries and economic loss, to administer Ohio's motor vehicle laws and to preserve the safety and well-being of all citizens with the most cost-effective and service-oriented methods available.

Our commitment is sustained through the initiatives and efforts of our staff across Ohio in all divisions: BMV, EMA, EMS, OCJFS, Homeland Security, and Highway Patrol. DPS continues its tradition of safety and service through employee engagement activities, community initiatives, and agency collaborations.

- DPS works hard to support the military and their families during periods of peace, pre-deployment, and post-deployment. The DPS Military Committee works to recognize, through Military Service Awards, employees not only for their service to our country, but their continuing service to Ohioans through their work at DPS.

- DPS employees continue to show commitment to community collaborations and service. Thanks to the dedication to community support and generous employee donations. DPS exceeded our CCC goal and raised a total $98,939.00 in community support.

- The Ohio State Highway Patrol celebrated their 87th birthday. In every traffic stop, every phone call, every interaction with the public since 1933, the Patrol continues to enhance its heritage of service with respect.

- DPS continues to coordinate and monitor all statewide traffic safety initiatives, analyze trends, and advise on creating safer roads through education, enforcement, engineering, and emergency response.

- In our efforts to educate, enhance and retain our valued employees, DPS continues to offer opportunities to support employee career and professional development. Sessions are structured to encourage self-awareness, offer guidance to set and achieve goals, and provide a healthy array of resources and learning opportunities to strengthen ones knowledge, skills, and abilities.

- During the restrictions of COVID-19, the BMV was able successfully serve the public in many ways; one notable accomplishment was the completion of more than 100,000 driving skills tests within three months.

- Assisting in ensuring the honored tradition of Election Day, many DPS employees took time off to serve their communities as poll workers. We appreciate their service.

- Our EMA division and the EOC unit continues their diligent work during the pandemic preparing for and responding to natural disasters.
## Bureau of Motor Vehicles

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DPS Divisional
Diversity Statements

The Ohio Department of Public Safety (ODPS) realizes that we all come from different backgrounds, cultures, and experiences. The unique differences in all of us make us special. But with difference comes challenge and the opportunity for creative discussion, progressive action and thoughtful change through leadership. We (ODPS) understand that we are not perfect and have a lot of work to do related to improving Diversity, Equity, and Inclusion but are committed to exploring new and creative avenues to improve our current position to effect change. We are committed to doing what’s right and work to show no partiality in our efforts of inclusion and treatment of all people.

– Jon Rayfield, DPS Director of Administration

The Ohio State Highway Patrol was founded on the principles of service with respect, and these same virtues still guide our operations today. Our greatest strength will always be our personnel. Their voice and commitment strengthens our operations and leads us toward achieving positive results. OSHP is committed to improving the quality of life and safety within the State of Ohio. Our mission and contribution to the mission of DPS is to provide unbiased, professional public safety services through diversity, partnerships, and innovation. The future of our Agency and Division has never been brighter. We will continue to collaborate with our community and safety partners to provide professional services focused on promoting the true safety and welfare of everyone we serve.

– Colonel Richard S. Fambro, OSHP Superintendent

The Division of EMS is committed to fostering an environment of diversity, equity, and inclusion throughout its mission by remaining vigilant to identify and eliminate potential discriminatory policies, practices, and procedures based on age, race, color, religion, sex, sexual orientation, gender identity or expression, national origin, disability, or genetic information. Ohio’s emergency medical services respond to 1.8 million calls for help each year and are expected to provide care to all without discrimination no matter the patient’s ability to pay. The state’s lead EMS agency should model this behavior for all of EMS, helping to ensure that these essential medical services will continue to be provided across all segments of society with respect for all.

– Robert Wagoner, Deputy Director of Emergency Management Services (EMS)

The citizens of Ohio are a diverse population and the Bureau of Motor Vehicles (BMV) serves nearly all of those individuals at some point in their lives. The BMV believes more diversity, equity, collaboration, and inclusion creates value for taxpayers and enables us to better serve our customers in ways that best meet their needs. Our team is strengthened by welcoming diverse perspectives, backgrounds, experiences, languages, and approaches in providing the many services delivered through our employees and contract partners.

– J. Curtis Mayhew, Chief of Staff, Bureau of Motor Vehicles Division
STATEMENT OF COMMITMENTS

An important purpose of Ohio government is to provide for the general welfare of Ohio’s people. Eliminating bias and inequities is how we interact, engage, and assist our diverse populations of Ohioans achieve more equitable, accessible, and culturally competent public service.

As a result, we make the following Commitments to ensure we continue to improve our external equity by examining our public service models to remove barriers as we deliver more accessible and culturally competent service, ultimately removing systemic barriers in how State government provides for the general welfare of all Ohioans.

Our PEOPLE

• Build a workforce that is representative of the communities we serve.
• Retain a workforce whose diversity is included to drive systematic change.
• Invest in our workforce to promote principles of diversity, equity, inclusion, and accessibility.

Our POLICY

• Maintain a zero-tolerance approach to discrimination and explicit bias in all agency policy, practice, and processes.
• Seek out and eliminate implicit and institutional bias and barriers in agency policy, practice, and processes that may prohibit opportunity and access.

Our PUBLIC SERVICE

• Ensure agency locations, programs, and services are accessible to all Ohioans.
• Utilize culturally competent practices and standards in service delivery to ensure equity and positive public service experiences.
• Promote the economic prosperity of businesses through equitable public contracting.
• Jointly work with each agency within the government system to seek out and eliminate systemic bias and barriers in system service delivery that may attribute to inequitable public service.
**Our PEOPLE**

Some of Ohio's greatest assets are the more than 50,000 state employees who are charged with carrying out the mission of each organization within the state enterprise. Valuing, respecting, and including all their dimensions of diversity assists in the delivery of mission focused service to all Ohioans. The State of Ohio is committed to becoming a model employer that values diversity, equity, inclusion, and accessibility.

As a result, we make the following Commitments to ensure we continue to improve our internal equity through meaningful opportunity, access, and inclusion for all our people.

**Commitment: Build a workforce that is representative of the communities we serve.** DPS must represent and value our employee's many dimensions of diversity to promote equity and eliminate institutional bias. To maintain this diverse workforce, we are committed to the following retention efforts:

- **Racial, Ethnic, and Gender Inclusion & Equality:** To create, implement, and measure an Affirmative Action Strategy designed to identify and correct past systemic disparity of equal access and opportunity in State employment for ethnic and racial minorities and women in agency employment.

- **Disability, Inclusion and Equality:** To create, implement, and measure Disability Inclusion Workforce Strategy designed to encourage and engage individuals with disabilities in competitive integrated employment, including having access and opportunity within agency employment.

**Commitment: Retain a workforce whose diversity is included to drive systematic change.** DPS must represent and value our employee's many dimensions of diversity to promote equity and eliminate institutional bias. To maintain this diverse workforce, we are committed to the following retention efforts:

- **Racial, Ethnic, and Gender Equality:** To create, implement, and measure Affirmative Action Strategy designed to identify and correct past systemic disparity of equal opportunity and advancement in agency employment for ethnic and racial minorities and women.

- **Disability, Inclusion, & Equality:** To create, implement, and measure a Disability Inclusion Workforce Strategy designed to encourage and engage individuals with disabilities in competitive integrated employment, including having access and opportunity within agency employment.

**Commitment: Invest in our workforce to promote principles of diversity, equity, inclusion, and accessibility.** DPS must provide opportunity for employees and leadership to learn and engage in topics of diversity, equity, and inclusion to promote equity and eliminate institutional bias. To make this investment in our employees and leadership, we are committed to the following professional development retention efforts:

- **Education & Professional Development:** To create, implement, and measure a Diversity, Equity, and Inclusion (DEI) Education Plan designed to educate and encourage employees and supervisors to engage in their own personal exploration of diversity, equity, and inclusion topics to strengthen work-culture and to promote culturally competent public service.

- **Leadership Development:** To create, implement, and measure a Diversity, Equity, and Inclusion (DEI) Leadership Education Plan designed to educate supervisors, manages, and leaders on diversity, equity, and inclusion topics to maintain legal compliance, promote and maintain an inclusive work-culture, identify and remove institutional barriers, promote culturally competent public service, and an appreciation of systemic bias in government service.
Stories of Diversity, Equity, & Inclusion

DPS continuously strives to consider the knowledge, skills and abilities of all staff and applicants. Our goal is to hire and retain the best candidates, keeping Diversity, Equity, and Inclusion in mind.

A recent candidate soared well above others, had an excellent resume, scored the highest on the assessment, and on the scored interview. Additionally the interviewers liked the overall personality of the applicant. However, since the position required a large percentage of customer interaction over the telephone, there was concern that due to a speech impediment there may be communication difficulties between the customer and the applicant, which may lead to performance issues in the future. After coaching and conversation with HR, the manager decided to hire the applicant.

The manager had the forethought to contact HR before making a decision not to hire the applicant. A barrier was removed in hiring a person with a disability and the manager has seen this person be a successful contributing member of the agency. The applicant is still employed with the agency and performing above expectations of the position.

– DPS Human Resources Personnel Office

In January 2020, Moroccan immigrant Jalal Chaib graduated as a member of the 166th Cadet Class. When he came to the U.S. in 2007, he was unable to speak English. He found work, took college classes, learned English, and a couple of positive interactions with OSHP personnel. Trooper Chaib first joined the Patrol Auxiliary before becoming a member of the 166th Class. The Columbus Dispatch featured Trooper Chaib in an article.

– DPS State Highway Patrol Division

Among her vast achievements, honors, and distinctions, Dr. Cunningham is the first black female in the United States of America to have been appointed as a State EMS Medical Director. Dr. Carol Cunningham was appointed State Medical Director for the Ohio Department of Public Safety, Division of EMS in July 2004 and is a board-certified emergency physician at Cleveland Clinic Akron General Medical Center and an associate professor of emergency medicine at Northeast Ohio Medical University.

– DPS Emergency Management Division
Our POLICY

The work of Ohio government is implemented through its internal and external policy, practice, and process. Achieving systemic change and better service to all of Ohio will require identifying and removing hidden barriers and oppressive impacts, correcting institutional bias, and working toward equitable and holistic systemic transformation.

As a result, we make the following Commitments to ensure we continue to improve our internal and external equity by examining our policy, practice, and process to identify, correct, and remove institutional and systemic barriers, bias, and oppression.

**Commitment: Maintain a zero-tolerance approach to discrimination and explicit bias in all agency policy, practice, and processes.**

**Equal Employment Opportunity and Anti-Discrimination Policy:** To maintain, monitor, and train on agency policy and practice on Equal Employment Opportunity and Anti-Discrimination and to promptly identify, investigate, and correct violations, as required by Ohio Administrative Code and State EEO Policy and Directives.

**Disability Inclusion and ADA Law:** To maintain, monitor, and train on agency policy and practice on the American’s with Disabilities Act, including a process to request reasonable accommodations, and to promptly identify and correct violations, as required by State Policy and Directives.

**Equity Review of External Diversity Programs & Policy:** To create, implement, and measure an Equity Review Strategy designed to evaluate ADA Title II Policy (including reasonable accommodations) and Disability Inclusion Plan outcomes for disparate trends, determining if implicit and/or institutional bias is a contributing factor to the outcome, and design corrective measures to eliminate the bias.

**Commitment: Work within each government system in which the Department of Public Safety is a member to jointly see out and eliminate systemic bias and barriers in system policy, practices, and processes that may prohibit opportunity and access.** DPS must work in collaboration with other state agencies to identify and eliminate systemic bias and barriers within State Government policies. To ensure systemic bias is eliminated, we are committed to the following efforts:

**Collaboration in Systemic Review:** To create, implement, and measure a Systemic Review Strategy with sister agencies designed to evaluate government systems to determine if the policy, practice, or process of the system are creating disparate outcomes in service delivery, and design corrective measures to eliminate the bias.

**Commitment: Seek out and eliminate implicit and institutional bias and barriers in agency policy, practice, and processes that may prohibit opportunity and access.** DPS must uphold the values of respect and inclusion in its practices and strengthen internal and external processes to seek out and eliminate implicit and institutional bias and barriers. To ensure institutional bias is eliminated, we are committed to the following efforts:

**Equity Review of Internal Diversity Programs & Policy:** To create, implement, and measure an Equity Review Strategy designed to evaluate EEO Policy (including investigations), ADA Title I Policy (including reasonable accommodations), Affirmative Action Plans, and Disability Inclusion Plan outcomes for disparate trends, determining if implicit and/or institutional bias is a contributing factor to the outcome, and design corrective measures to eliminate the bias.

**Equity Review of External Diversity Programs & Policy:** To create, implement, and measure an Equity Review Strategy designed to evaluate ADA Title II Policy (including reasonable accommodations) and Disability Inclusion Plan outcomes for disparate trends, determining if implicit and/or institutional bias is a contributing factor to the outcome, and design corrective measures to eliminate the bias.
Diversity, Equity, and Inclusion are a few of my fundamental values. I personally believe that to have full inclusion diversity and equity must exist.

DPS as whole has taught me that everyone is different in their own way and it’s important to nurture that. Like Cristo Rey, DPS embraces what everyone can bring to the table. I used to think that I didn’t bring much but the members of Learning and Development showed me that the smallest bit individuality can be serviceable. The department has made me feel accepted & part of the ‘family’.

—Esmeralda Alcauter Torres,
Cristo Rey Columbus Sophomore Intern
Our PUBLIC SERVICE

An important purpose of Ohio government is to provide for the general welfare of Ohio’s people. Eliminating bias and inequities is how we interact, engage, and assist our diverse populations of Ohioans achieve more equitable, accessible, and culturally competent public service.

As a result, we make the following Commitments to ensure we continue to improve our external equity by examining our public service models to remove barriers and deliver more accessible and culturally competent service, ultimately removing systemic barriers in how State government provides for the general welfare of all Ohioans.

**Commitment: Ensure agency locations, programs, and services are accessible to all Ohioans.** DPS must ensure all programs and service are accessible both technically and physically to all Ohioans. To ensure no accessibility barriers exist, we are committed to the following efforts:

**Accessibility ADA Review of Buildings and Public Spaces:** To create, implement, and measure an Accessibility Review Strategy designed to evaluate agency buildings and public spaces under ADA Title II Policy (including public accessibility) for accessibility, and design corrective measures to eliminate found barriers.

**Accessibility ADA Review of Cyber Spaces:** To create, implement, and measure a Cyber Accessibility Review Strategy designed to evaluate agency cyber spaces under ADA Title II Policy for accessibility, and design corrective measures to eliminate found barriers.

**Commitment: Utilize culturally competent practices and standards in service delivery to ensure equity and positive public service experiences.** DPS must provide its public service using methods that promote cultural connection, understanding, and respect to all Ohioans it serves. To ensure we are providing culturally competent public service, we are committed to the following efforts:

**Service Delivery Cultural Competency Review:** To create, implement, and measure a Review Strategy to evaluate agency programs and services based on the variety of cultures (ethnic, regional, religious, generational, etc.) found in Ohio to determine if barriers exist within the service delivery model, and design corrective measures to eliminate the bias.

**Commitment: Promote the economic prosperity of businesses through equitable public contracting.** DPS, as a procurer of goods and services, must correct past systemic oppression and eliminate bias and barriers for small and disadvantaged businesses, promoting economic prosperity for all Ohio businesses and communities. To ensure equitable public contracting, we are committed to the following efforts: must uphold the values of respect and inclusion in its practices and strengthen internal and external processes to seek out and eliminate implicit and institutional bias and barriers. To ensure institutional bias is eliminated, we are committed to the following efforts:

**Minority Business Enterprise:** To create, implement, and measure Procurement Strategy designed to promote equal opportunity for businesses that qualify as Minority Business Enterprise (MBE) by meeting the procurement requirements as defined under Ohio Administrative Code.

**EDGE Businesses:** To create, implement, and measure Procurement Strategy designed to promote equal opportunity for businesses that qualify as Encouraging Diversity, Growth, and Equity (EDGE) businesses by meeting the procurement requirements as defined under Ohio Administrative Code.
Commitment: Jointly work with each agency within the government system to seek out and eliminate systemic bias and barriers in system service delivery that may attribute to inequitable public service. DPS must work in collaboration with other state agencies to execute both how government serves and how to identify and eliminate systemic bias and barriers. To ensure systemic bias is eliminated, we are committed to the following efforts:

Collaboration in Systemic Review: To create, implement, and measure a Systemic Review Strategy with sister agencies designed to evaluate the government system aligned to our agency mission to determine if the policy, practice, or process of the system are creating disparate outcomes in service delivery, and design corrective measures to eliminate the bias.
Statewide Defined Terms

**Affirmative Action:** A required State of Ohio program designed to identify and correct past systemic disparity of equal access and opportunity in State employment to ethnic and racial minorities and women. *Authority: O.A.C. 123:1-49*

**Disability Inclusion:** A required State of Ohio program designed to encourage and support individuals with disabilities to fully participate in the social and economic life of Ohio and to engage in competitive integrated employment, including having access and opportunity within State Government. *Authority: Executive Order 2019-03D, Establishing Ohio as a Disability Inclusion State and Model employer of Individuals with Disabilities (Issued 1/14/2019)*

**Equal Employment Opportunity Employer:** In accordance with law, the State of Ohio and each State Agency gives assurance that all employment-related decisions will be based on objective and nondiscriminatory reasons, ensuring all employees and job applicants have equal and fair opportunity and access to State Employment. *Authority: O.A.C. 123:1-49; Executive Order 2019-05D, Anti-Discrimination Policy in State Government (Issued 1/14/2019)*

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DEI Strategic Planning Terminology

**Accessibility:** the ability to access the functionality and benefit of systems, entities, or products; the degree to which a product, device, service, or environment is readily available for use by as many people as possible. *Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020.*

**Diversity:** 1) the condition of having or being composed of differing elements; variety; 2) human variety of experiences, identities, and perspectives that our employees bring to state employment. *Sources: 1)“Diversity.” Merriam-Webster.com. Merriam-Webster, n.d. Wen. 26 Feb. 2018; 2) “Diversity.” Embrace Diversity & Inclusion State Competency. State of Ohio, 8 Jul. 2020*

**Equality:** the state of being equal, especially in status, rights, and opportunity: Fairness. *Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020.*

**Equity:** the right of and access to resources to achieve the outcome of equality. *Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020.*

**Inclusion:** to take in or comprise as a part of a whole or group; 2) the practice of understanding and applying diversity to improve culture and influence the way we serve Ohioans. *Sources: 1) “Include.” Merriam-Webster.com. Merriam-Webster, n.d. Web. 28 Feb. 2018; 2) “Inclusion.” Embrace Diversity & Inclusion State Competency. State of Ohio, 8 Jul. 2020.*

**Institutional Bias:** a tendency for the procedures and practices of an organization to, in most cases unintentionally, operate in ways which result in certain social groups being advantaged or favored and others being disadvantage or devalued. *Source: Oxford Reference. Retrieved 15 Jun. 2020, from the https://www.oxfordreference.com/view/10.1093/oi/authority.20110803100005347.*

**Justice:** equality of economic, political, and societal rights and opportunities within society for all people. *Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020.*

**Systemic Bias:** the oppression or marginalization of certain groups within a societal system(s) (i.e. health, education, criminal justice) resulting from the impact of the institutional bias of member organizations in fulfilling mission and serving the system(s). *Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020.*
If your employees feel fairly treated and included at the company, they are more loyal, work harder, refer their friends to work at your company, and exude a sense of community and belonging while interviewing candidates.

—Charu Sharma