

GOVERNOR'S OFFICE

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

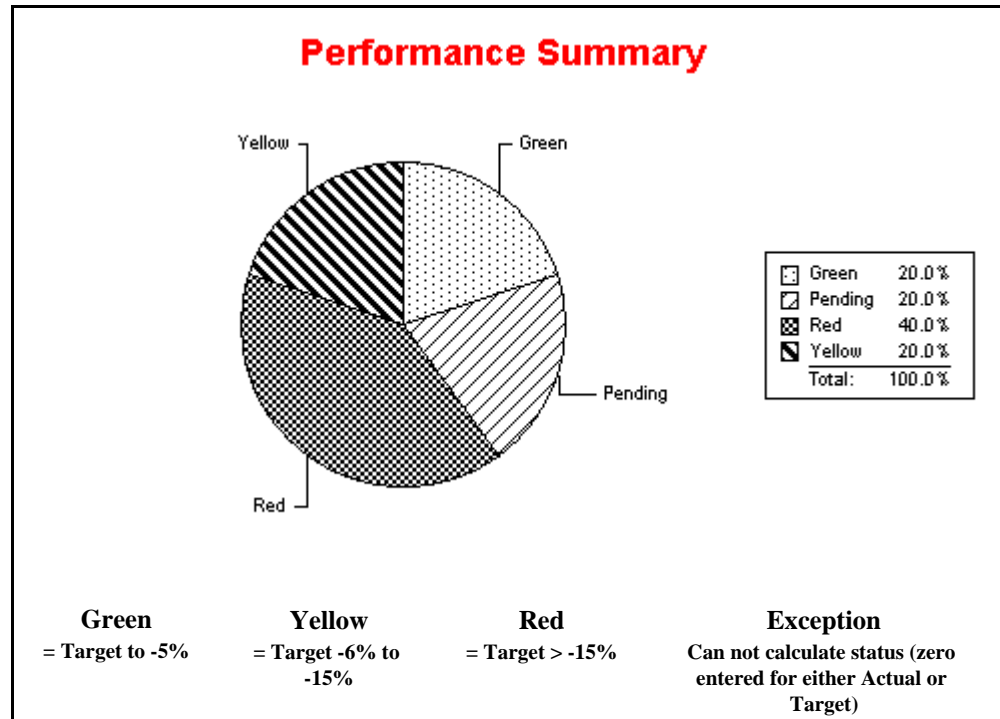
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	CUSTOMER SATISFACTION - Percent of participants (customers) who rate the ERT process very good to excellent.
2	CERTIFIED INDUSTRIAL SITES - Number of new industrial sites / acres certified as "project ready".
3	OREGON FUGITIVES RETURNED - Percent of Oregon fugitives returned to Oregon in the most cost-effective and timely manner, giving priority to the most serious offenders.
4	NUMBER OF STATE CONTRACT AWARDS TO CERTIFIED MINORITY, WOMEN AND EMERGING SMALL BUSINESSES (MWESB): Providing outreach, education, consultation and support services to encourage targeted companies to become certified; providing services to assist certified companies to compete for state contracts.
6	STATE HIRING - Number of protected classes being hired, promoted, and retained in state agencies.

New Delete	
	Title: Rationale:

GOVERNOR'S OFFICE	I. EXECUTIVE SUMMARY
<p>Agency Mission: The Governor's Office provides leadership and direction to state agencies that are in the Executive Branch. The Governor's Office includes:</p> <ul style="list-style-type: none"> Program Area Policy Advisors (e.g., education, workforce, natural resources, economic development, health & human services, public safety, transportation, intergovernmental relations) Executive Appointments Office Citizens Representative Office Affirmative Action Program Office Federal Office Minority, Women, & Emerging Small Business Advocate's Office Extradition Services (for all law enforcement agencies) Economic Revitalization Team <p>The focus of the Annual Performance Progress Report is on the last three program areas listed above. These program areas track performance measures, as detailed within this report.</p>	
<p>Contact: Chip Therhune</p>	<p>Contact Phone: 503-378-4664</p>
<p>Alternate: Brian Shipley</p>	<p>Alternate Phone: 503-378-6547</p>



1. SCOPE OF REPORT

This report includes information from the following agency subdivisions of the Governor's Office: The Affirmative Action Office, The Office of Minority, Women and Emerging Small Businesses, The Economic Revitalization Team, and Arrest and Return (Extradition).

Advocate's Office for Minority, Women and Emerging Small Businesses

Contact: Lydia Muniz, Advocate

Duties and Responsibilities: The Advocate is appointed by the governor and serves as a policy advisor to the governor on issues related to minority, women and emerging small businesses, and creates access to contracting opportunities for certified firms.

Affirmative Action Office

Contact: Peggy C. Ross, Director

Duties and Responsibilities: The Governor's Affirmative Action office supports his directive to recruit, retain and promote employees who represent the broadest possible spectrum of society, with emphasis on women, minorities, individuals with disabilities, and all other protected classes. The office monitors state agencies efforts in how they are implementing and/or being proactive in their affirmative action initiatives. We continue to support agencies through the monthly Affirmative Action Workgroup sessions. These sessions include speakers and sharing of agencies' best

practices and where there are challenges how to overcome. The office is engaged with community leaders, local organizations and ethnic groups to promote the state of Oregon as the “Employer of Choice” and to recruit members for state boards and commissions.

Arrest and Return (Extradition)

Contact: Fran Lushenko, Extradition Officer

Duties and Responsibilities: Arrest and Return provides administrative services for Oregon’s extradition program.

Economic Revitalization Team

Contact: Ray Naff, Director

Duties and Responsibilities: The Economic Revitalization Team (ERT) provides coordinated state agency services to help local communities with their high-priority economic development challenges. The ERT is engaged in the state's streamlined process to certify industrial lands and also other efforts aimed at increasing Oregon's preparedness for economic development. The ERT uses a collaborative, problem-solving approach that responds to locally-identified needs and encourages leveraging of resources and intergovernmental or public-private partnerships. The ERT coordinates efforts of ten state agencies and partners with other organizations, such as Association of Oregon Counties, League of Oregon Cities, Special Districts Association of Oregon, and Public Ports Association of Oregon, to accomplish its mission.

2. THE OREGON CONTEXT

Much of the work of these four, somewhat disparate sub-divisions is oriented toward Governor Kulongoski’s principle of stable, efficient and accountable state government, and individual agency missions. Individual linkages to Oregon Benchmarks will be identified in the KPM narrative section.

3. PERFORMANCE SUMMARY

Performance for each sub-division will be reported in their respective KPM narratives.

4. CHALLENGES

Each sub-division performs a different role. It is difficult to identify common challenges among all four. This will be addressed under each KPM detail.

5. RESOURCES AND EFFICIENCY

Legislatively Adopted Budget 2007-2009

Arrest and Return: \$866,398 General Fund - \$32,214 Other Funds

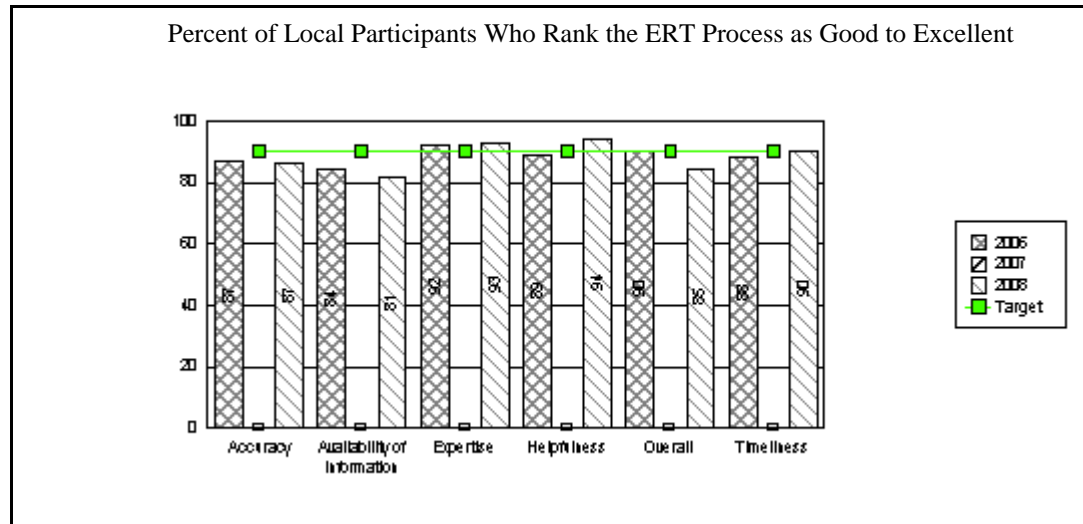
Affirmative Action office: \$578,990 Other Funds

MWESB: \$622,072 Other Funds

ERT: \$2,118,218 Lottery Funds

There are no current efficiency measures in place.

KPM #1	CUSTOMER SATISFACTION - Percent of participants (customers) who rate the ERT process very good to excellent.	2002
Goal	CUSTOMER SERVICE: Improve the quality and efficiency of delivering state services to local governments and businesses.	
Oregon Context	OBM 35: Public Management and ERT Mission	
Data Source	2008 ERT Customer Satisfaction Study, developed following the Recommended Statewide Customer Service Performance Measure Guidelines. ERT study was part of a joint customer service survey administered by the Oregon Department of Administrative Services. The survey is conducted on a biennial basis.	
Owner	ERT special projects coordinator: Christine Valentine, 503-986-6522	



1. OUR STRATEGY

The five ERT regional coordinators work at the local-level with teams of field staff from the following state agencies: OECDD, ODOT, DLCDD, DEQ, DSL, ODA, OHCS, DCBS, WRD, and ODOE. Together, these regional, interagency teams provide coordinated state assistance to local jurisdictions and businesses on high priority economic and community development projects. This includes work on readying industrial lands for

“project ready” certification and/or development.

2. ABOUT THE TARGETS

Targets for customer service remain set at 90% to serve as a motivator for improving state agency service delivery to local jurisdictions and businesses.

3. HOW WE ARE DOING

Overall, nearly nine out of ten local participants in ERT projects perceive the service provided as “good” and “excellent.” The ERT received the highest ratings in the area of knowledge/expertise and helpfulness of employees. This is evidence that customers view ERT representatives as experts in the field, and this goes a long way toward allowing the ERT to build and maintain trust-based relationships. At 81.4%, availability of information received the lowest rating; this rating was 84% in the 2006 customer satisfaction study. The difference between 2006 and 2008 studies for the availability of information rating is not deemed significant, but the fact that this area received the lowest rating again in the 2008 study warrants an examination of outreach/communications efforts that could be implemented either by the ERT office or through participating state agencies.

4. HOW WE COMPARE

Results from the 2008 survey are in line with customer satisfaction surveys the ERT conducted in 2002, 2004, and 2006 when overall ratings of good and excellent were at 84%, 87%, and 90%, respectively. The 2002 and 2004 customer satisfaction surveys preceded the Recommended Statewide Customer Service Performance Measure Guidelines so survey questions were not the same as the questions asked in 2006 and 2008. The 2006 and 2008 questions were very similar and thus can be more readily compared.

5. FACTORS AFFECTING RESULTS

For the most part, the ERT is asked to become engaged in local projects that are complex, and many of these projects have long standing issues that are beyond the scope of traditional and individual state agency processes to resolve. The high ranking of the ERT for customer service may be influenced by the fact that the ERT coordinators and the ERT process often play a key role in facilitating resolutions to tough issues and, in some instances, bringing a project that’s run into problems to a successful conclusion.

The ERT is constantly challenged by the need to facilitate communications across state agencies when the traditional, state organizational structure is

designed such that the status quo is for agencies to operate in silos. The ERT is also challenged by the need to work with numerous local governments, with widely varying capacity for economic and community development depending on jurisdiction size, resources, and related factors.

6. WHAT NEEDS TO BE DONE

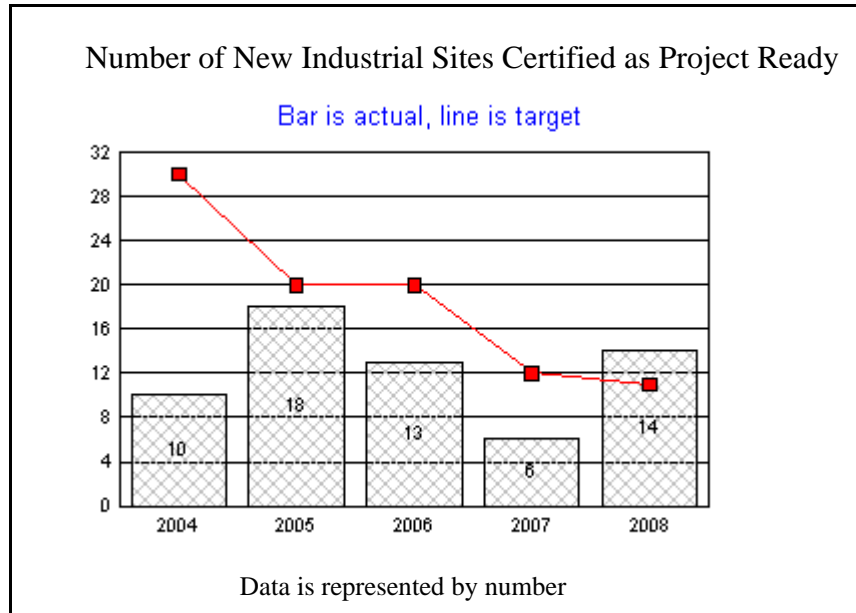
In the 2008 Customer Satisfaction Study, the ERT received the the lowest rating (81.4%, target of 90%) in availability of information. This was also the area of lowest rating in the 2006 Customer Satisfaction Study. Since the ERT coordinators often rely on state agencies to provide information to local government partners, the ERT has communicated and will continue to stress to the agency directors the need to improve access to information about state programs and processes. The ERT also will look for communication/outreach opportunities, either taken directly or via state agency partners, which could help to improve ratings in this area.

The ERT office will continue to stress the importance of customer service to all state agency participants, to further instill a culture of cooperation and problem-solving. This will hopefully result in improvement upon historical customer satisfaction ratings or at a minimum, maintenance of the ERT's high ratings for providing quality services.

7. ABOUT THE DATA

Since the cycle time for ERT projects ranges varies from a few months for siting a business to a year or more for readying an industrial site for certification (longer if the site requires extensive and expensive infrastructure or transportation fixes), the reporting cycle for customer service is biennially using Oregon fiscal years. The strength of the survey data is a high response rate of 53%. A potential weakness of the data is the relatively small sample size of 231 for the target population. A copy of the 2008 Oregon Economic Revitalization Team Customer Satisfaction Study is available by contacting Christine Valentine at 503-986-6522.

KPM #2	CERTIFIED INDUSTRIAL SITES - Number of new industrial sites / acres certified as "project ready".	2004
Goal	ECONOMIC DEVELOPMENT: Increase the supply of marketable industrial sites statewide.	
Oregon Context	OBM 1, 2, 3, 4, 10, 11, 15 and ERT Mission.	
Data Source	OECDD manages the industrial site certification program and tracks the number of sites certified and developed.	
Owner	ERT Special Projects Coordinator: Christine Valentine 503.986.652	



1. OUR STRATEGY

Industrial site certification is a tool that increases the state’s preparedness for economic development. Even though the industrial site certification program is administered by OECDD, readying industrial sites for “project ready” certification is a multi-agency, state/local collaboration. The ERT partners with OECDD, DLCD, DEQ, DSL, ODOT, and other state agencies as appropriate, a host of local governments, and property owners to

facilitate efforts to remove barriers to certification.

2. ABOUT THE TARGETS

Because targets for this measure were set unrealistically high when the program was new and without a track record, an adjustment to the target from 20 to 12 sites a year was approved by the Joint Legislative Audit Committee (JLAC) for OECDD for FY 07. The target was maintained at 12 sites a year for FY08. OECDD is the agency that administers the industrial site certification program.

3. HOW WE ARE DOING

Fourteen (14) sites attained “project ready” certification status in FY 08, with a few additional sites nearing certification status at the end of the fiscal year. In addition, the percentage of newly certified sites that are less than or equal to 50 acres continues to remain notably high and the percentage of sites equal to or larger than 100 acres notably low.

Many of the sites that have been certified over time have been developed or are slated for development. Information on Oregon’s certified industrial sites are available to the public and company site selectors at <http://www.oregonprospector.com>

4. HOW WE COMPARE

Since only a few states have certification programs and no national standard for certification exists, comparison to other states is not possible. Given the collaborative, cross-jurisdictional nature of site certification, comparison of site certification to individual state agency processes or programs is also not advisable.

5. FACTORS AFFECTING RESULTS

Many of the 48 sites certified over the first 4 years of the certification program can be considered the “low hanging fruit.” The remaining industrial zoned lands are more constrained by physical, transportation, land use or other factors and therefore more difficult to certify. The fact that there are limited options for funding and financing public infrastructure improvements remains a challenge for many sites and can significantly delay the certification process. As the state population and traffic have increased and as state and local highway and road systems approach capacity in many parts of the state, options for easy or relatively inexpensive fixes to the state’s transportation system are becoming exhausted. Maintaining an adequate supply of industrially zoned lands to keep pace with development and/or changing market demands is also challenging for some local jurisdictions. Increasing the supply of industrially zoned lands either by expanding the urban growth boundaries (UGBs) and/or by cleaning up

former industrial sites for redevelopment is expensive and time consuming. In the Willamette Valley, certification efforts have been hampered because most of the remaining industrially zoned land is significantly impacted by the presence of wetlands. In addition, the basic task of information gathering required to complete the certification application is often difficult for smaller jurisdictions where inadequate staffing and/or high staff turn over remains an issue.

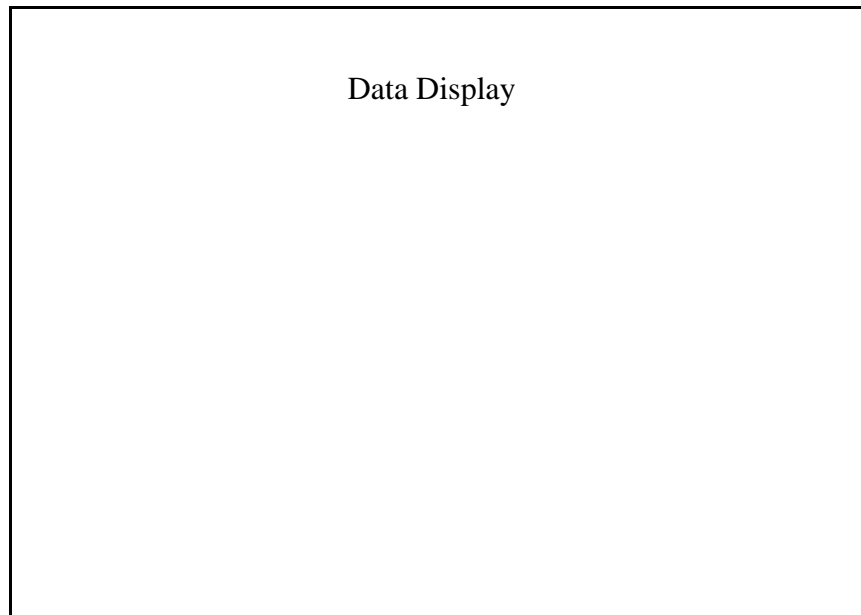
6. WHAT NEEDS TO BE DONE

Local/state/federal funding and financing options for public infrastructure need to be increased. The ERT will continue to work with state and local partners to seek and support solutions to the funding/financing paucity for infrastructure. Some specific examples of this work are as follows. The ERT, in partnership with DLCD and OECDD, is working with key communities to increase the supply of industrially zoned lands and bring more sites on line for certification. OECDD and DEQ need to develop more tools and incentives to motivate land owners to clean up and redevelop brownfields. ERT is working with DSL, OECDD and the US Army Corps as well as a number of local jurisdictions and non-profit and private partners to pilot a wetlands credit resale program for industrial lands in the Willamette Valley, where the demand for quality wetland mitigation credits outstrips the supply. The ERT also needs to work with key agencies to look at issues associated with the location and size of certified sites in comparison to market and community needs.

7. ABOUT THE DATA

The reporting cycle for number of industrial sites certified as “project ready” is by Oregon fiscal year. OECDD maintains the list of certified sites and works towards periodic recertification of the sites. A third party verifier determines when a site has met all the criteria to be certified.

KPM #3	OREGON FUGITIVES RETURNED - Percent of Oregon fugitives returned to Oregon in the most cost-effective and timely manner, giving priority to the most serious offenders.	0
Goal	Return as many Oregon fugitives to Oregon as possible in the most cost-effective and timely manner, and give priority to the most serious offenders.	
Oregon Context		
Data Source		
Owner		



1. OUR STRATEGY

The Arrest and Return Program will utilize the regional shuttle system to retrieve as many fugitives as possible. The shuttle system retrieves regional fugitives throughout the region by coordinating the transports of numerous states' fugitives and utilizing county facilities for holding and exchanging

fugitives. The shuttle system results in a substantial monetary savings to the State. This savings is directly spent on more costly retrieval of fugitives from outside the region, allowing the State to retrieve more offenders. Oregon's participation in the shuttle system has allowed Oregon to increase the overall number of fugitives returned.

The Arrest and Return Program monitors costs closely and mandates the use by all parties to the extradition process of the lowest cost alternatives available. The extradition officer ensures that all parties utilize the shuttle system or the US Marshals Service Cooperative Transport as often as possible, as they are most often the least expensive means of retrieval. When either of these transport methods is not available, and counties must perform the retrieval, they are reimbursed by the State only for necessary costs of the least expensive form of transport.

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

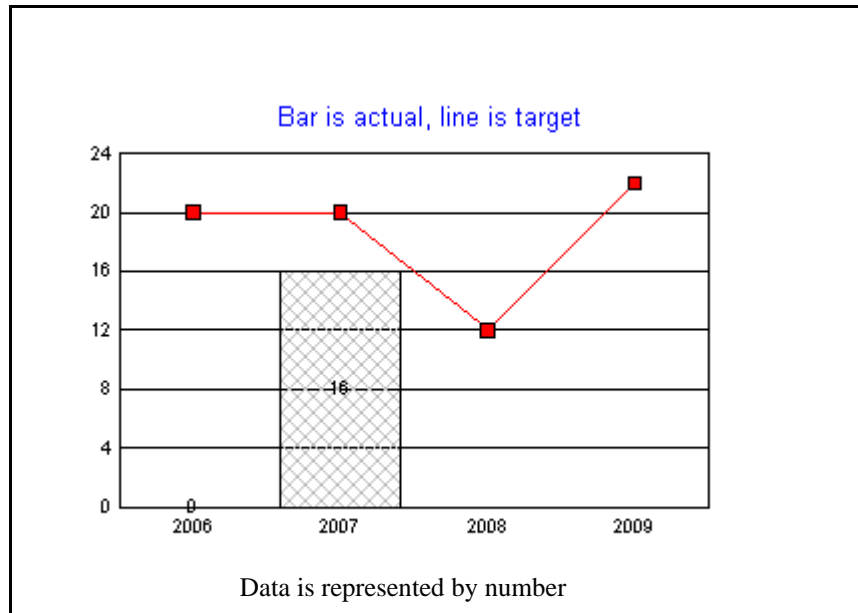
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #4	NUMBER OF STATE CONTRACT AWARDS TO CERTIFIED MINORITY, WOMEN AND EMERGING SMALL BUSINESSES (MWESB): Providing outreach, education, consultation and support services to encourage targeted companies to become certified; providing services to assist certified companies to compete for state contracts.	2007
Goal	Number of state contract awards to minority, women and emerging small business. Continually improve services provided to MWESB businesses to assist them in competing effectively for state contracts.	
Oregon Context	This measure aligns to the Governor's priority for Economic Stability. This measure does not align to any Oregon Benchmarks.	
Data Source	Oregon Procurement Information Network (ORPIN) and other applicable agency reports on contracting.	
Owner	Clearinghouse Program Coordinator: #160; Linda Jones, 503-378-3583	



1. OUR STRATEGY

Provide comprehensive support services, training and information to Oregon certified Minority, Women & Emerging Small Businesses.

Establish and maintain positive relationships with certified business firms both personally as well as electronically. Services include: Providing outreach and networking opportunities for potentials; advocating for legislation that supports MWESB firms; notifying certified firms of open contracts; and consulting with vendors to offer business counseling, technical support and advice.

2. ABOUT THE TARGETS

This measure is a reporting measure. The targets function as forecasts, rather than as performance metrics. Targets are influenced by numerous variables outside the control of the office. Targets are based on anticipated trends and economic forecasts. It is assumed there may be considerable variance between targets and actuals over time, due to these variables. Because targeted companies are not required to obtain certification, the error rates in reporting cannot reasonably be known. Targeted companies functioning as sub-contractors are not listed in the Oregon Procurement Information Network. Additionally, not all solicitations are listed on the Oregon Procurement Information Network (ORPIN).

3. HOW WE ARE DOING

The Office of the Advocate MWESB reaches numerous small businesses throughout the state. We work to help businesses be more effective in competing for state contracts by providing opportunities for direct contact with state procurement officers. Sessions at events include how to market to government agencies. Opportunities are also provided for business to business networking. We incorporate DAS ORPIN training into all of our events. This offers businesses information on how to register and how to use the Oregon Procurement Information Network (ORPIN). Our last event on 10/14/08 included information on using the Oregon University System (OUS) contracting website as well. This office serves as a referral service for start-up business as well as for small businesses seeking information on resources. We provide lists of resources for Oregon's certified firms as well as other small businesses. Working closely with DCBS, we market the Certification process and provide information.

We regularly work with various state agencies (ODOT, DAS/SPO, Forestry, DHS) asking them to present their agency information and procurement processes to Oregon businesses. They often provide articles about current or up-coming projects in our newsletters. The newsletters include resources and information to help business owners. It includes training opportunities, new laws, advice on running a business, etc.

The office was successful in having Executive Order No. 08-16 issued by the Governor. This EO directs DAS and 10 other agencies to set aspirational targets on contracting with M/Ws for contracts under \$150,000.

In 2007 the Advocate's Office reached 400 people through Outreach/Networking events, 400 through tradeshow, and 110 through speaking

engagements. 470 firms were directly notified of 224 open contracts through the Clearinghouse. Well over 6,500 contacts were made through five newsletters sent to MWESB firms, minority chambers and SBA offices. In 2007 the economy showed significant signs of slowing which affects the reporting measure.

4. HOW WE COMPARE

There are no known comparators.

5. FACTORS AFFECTING RESULTS

Reported results are impacted by the fact that firms are not required to self-identify and the current system does not identify primary contractors who use minority, women-owned and emerging small business subcontractors. Additionally, with the current and anticipated economic downturn there will be an adverse impact on the number of contracts being let by state agencies, and it cannot be reasonably anticipated if this downturn will have a disproportionate impact on targeted firms.

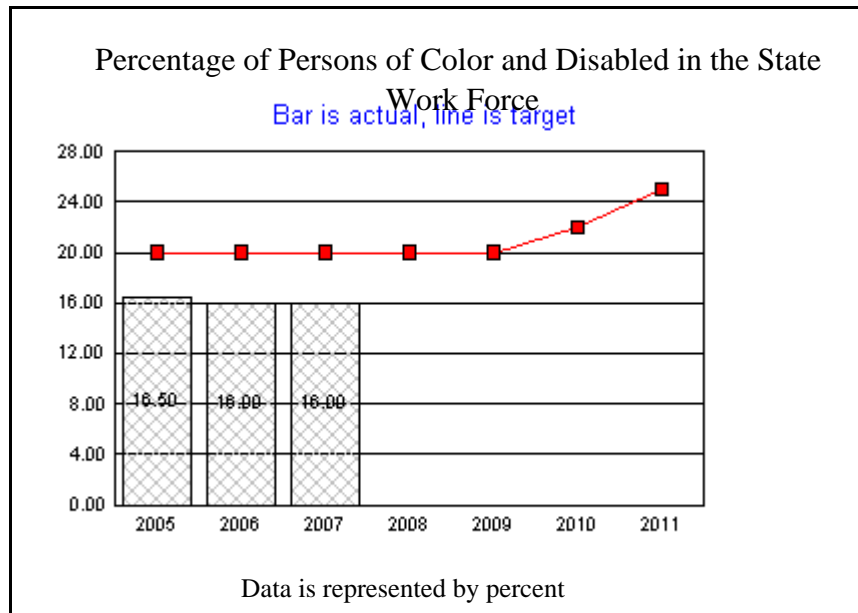
6. WHAT NEEDS TO BE DONE

- Work with DPO to fulfill Executive Order 08-16, as well as create a greater awareness about M & W firms
- Stronger language that supports agency utilization of MWESBs is needed
- Better reporting vehicles for all contract awards including primes and sub contractors
- Continue working with State Agencies to advocate for MWESBs while conveying the importance of including MWESBs in procurement opportunities

7. ABOUT THE DATA

It is not possible to reasonably determine data accuracy because of the factors noted in section five (Factors Effecting Results).

KPM #6	STATE HIRING - Number of protected classes being hired, promoted, and retained in state agencies.	0
Goal	To create and maintain a diverse and representative state workforce, that is reasonably representative of the state's population demographics.	
Oregon Context	Oregonians with Disabilities Who Work (Benchmark #60)	
Data Source	Department of Administrative Services, Human Services Resources Division (DAS HRSD): Agency Statewide Workforce Data, Hire Reports, Promotion Reports, Trial Service Reports and Retirement Reports	
Owner	Governor's Affirmative Action Office Peggy C. Ross, Director 503-378-6518	



1. OUR STRATEGY

To assist agencies in increasing the recruitment, retention and promotion of the protected classes by providing specifics for a workplace environment that is more welcoming, safe, stable and accessible so we can attract a more diverse applicant pool.

2. ABOUT THE TARGETS

This KPM is a reporting measure not a performance measure because the primary variables for each agency addressed in this report are not within the direct control of the Governor's Affirmative Action Office (GAAO). The GAAO primarily serves in an education, training, consulting and monitoring capacity in the recruitment, retention, and promotion of the protected classes to make a positive impact.

This KPM will report on three of the protected classes (women, people of color/race and people with disabilities) being recruited, retained, and promoted in state agencies.

The State's Government workforce has increased slightly and does not reflect the total state population. The participation of the protected classes in States Government workforce can be improved through strong diversity commitment from agency directors and implementation of a welcoming workplace environment.

The following outlines the protected classes within state government workforce:

Gender (Women) – Data source: *DAS, HRSD Statewide Workforce, Hire and Promotion Report*
Data shows that women demographics grew at approximately 1% compared to year 2006.

The number of women in Oregon State Government workforce grew from 16,763 to 16,979 in 2007. Also in 2007, 1,276 women were promoted compared to only 920 in 2006. This group may also be double-counted.

Race (people of color) – Data source: *U.S. Census Bureau, 2005-2007 American Community Survey*

Oregon's population grew more diverse over the decade. The following is a breakdown of ethnic population in Oregon as of year 2007: 376,243 Hispanic or Latino; 139,580 Asian/Pacific Islander; 63,855 African American; 61,725 Native American; 3,178,782 White (Caucasian).

As of the end of 2007, Oregon state government workforce is: 742 African Americans; 609 Native Americans; 1,255 Asian/Pacific Islanders; 2,212 Hispanics; and 34,582 Caucasians.

Further analysis of the protected classes is available in the supplemental charts accompanying this report.

People with Disabilities – Data source: U.S. Census Bureau, 2005-2007 American Community Survey; *DAS, HRSD Statewide Workforce, Hire and Promotion Report*

According to the U.S. Census Bureau Oregon has approximately 336,337 people with disabilities and as of 2007, 1,186 people with disabilities were part of the state government workforce. The data only includes those who have a visible disability and/or have self identified as having some kind of disability. This group may also be double-counted.

3. HOW WE ARE DOING

Affirmative Action within the State of Oregon has experienced some success in the areas of recruitment, retention and promotion of women. There are considerable opportunities for progress, and agencies still have many areas to address. To build on these successes agencies must continue to design and implement strategies that will support the values of equity and fairness. The Governor's Affirmative Action Office (GAAO) will continue to monitor complaints of discriminations against the state and evaluate recruitment, retention, and promotion practices for challenging patterns and trends that may exist.

Gender (Women): In the year of 2000 we had 15,579 women in state government workforce compared to year 2007 where we had 16,979. Women are continuing to increase its numbers in state government.

Race (People of Color): In the year 2000 we had 3,361 people of color in state government workforce compared to year 2007 where we had 3,972. People of color are slightly increasing its number in state government.

People with Disabilities: In the year 2000 we had 1,694 people with disabilities in state government compared to year 2007 where we had 1,186 that have visible disability and/or have self identified as having some kind of disability. Research has indicated that the decline of this sector is due to retirement of people with disabilities.

4. HOW WE COMPARE

We cannot compare to other neighboring states (Washington and California) in affirmative action and diversity initiatives because these states do not have affirmative action to track their recruitment, retention and promotion of the protected classes.

5. FACTORS AFFECTING RESULTS

Available Applicant Pool – According to the "Oregon Benchmark", Oregon's lack of diversity, both culturally and racially, creates significant challenges to recruit, retain and promote the protected classes. In 2004, Oregon remained less racially and ethnically diverse than any other state on average. African Americans are the least represented, being about eight times less likely to live in Oregon. Only Native Americans are more likely to live in Oregon than in other state on average.

Retirement - We will face a significant challenge over the next few years with a larger percentage of our more experienced workers becoming eligible for retirement. We stand to lose vital skills and system knowledge essential to the effective execution of state government because we are absent of clear and defined programs for succession planning.

6. WHAT NEEDS TO BE DONE

The Governor's Affirmative Action Office (GAAO) believes that the following recommendations focus on current pressing needs to lay the foundation of a stronger commitment to champion the recruitment, retention, and promotion of the protected classes. This will create a welcoming environment and establish programs and resources that strive to eradicate any existing discriminatory conditions or practices, whether intentional or unintentional.

The Governor shows his commitment to affirmative action and diversity initiatives through the execution of Executive Order 08-18. This executive order allows the State to approach diversity and inclusiveness geared to assist state agencies discover barriers that may exist. Agency Leadership must: develop and implement procedures, policies, programs and bring new diversity initiatives to their agency; utilize their affirmative action plans to monitor its effectiveness in the recruitment, retention, and promotion of the protected classes; and manage or refer complaints to their affirmative action representatives. Agency heads and top management must support affirmative action for it to succeed to make the State of Oregon the "Employer of Choice."

Agency heads must engage and have a strong commitment to champion the recruitment, retention and promotion of the protected classes into a welcoming environment and establish programs and resources that strive to eradicate any existing discriminatory conditions or practices, whether intentional or unintentional.

Sustainability in Employment – Agencies need to incorporate sustainability into employment practices that supports the cultural shift toward responsible managing agency’s economic, environmental and social impacts. Sustainable employment practices can lead to demonstrate economic benefits that results from attracting desirable employees, reducing the turnover and sick time, improving overall productivity, and reducing costs. Agencies will benefit from enhancing their reputation and mission not only with employees but with its customers and communities they serve. Agencies must create and maintain a workplace that creates a balance between the agencies mission and the safety, health, emotional, personal, and financial needs of its employees. Agencies must understand the interest and needs of all of its employees.

Performance Management Process – Agency heads are required to implement the Performance Management Process of ORS 659A.012... “required to include in the evaluation of all management personnel, the manager’s or supervisor’s effectiveness in achieving affirmative action objectives as a key consideration of the manager’s or supervisor’s performance.” Department of Administrative Services (DAS) will continue to monitor agencies through an audit process every biennium.

Continue to build partnerships with local private and public organizations with strong emphasis with ethnic communities by working and developing key relationships with academic and faith-based organizations, ethnic chambers, Tribes and other ethnic communities to improve outreach. These relationships will allow for open dialogue and encouragements of these groups to apply for jobs at the state.

To recruit and retain people with disabilities is one strategy to counter the effects of the aging and shrinking workforce. This untapped labor pool can offer a source of skilled employees and can contribute to increased retention and reduced turnover. In 2007 we had approximately 336,337 people with disabilities and we currently employ 1,240. Currently the employment of people with disabilities in state government is on the decline. The data only includes those who have a visible disability and/or have self identified as having some kind of disability. This group may also be double-counted.

Diversity Recruitment Strategies – Agencies must aggressively improve their long term strategic objectives and goals in their recruitment, retention, and promotion of the protected classes. This is critical to establish a more diverse workforce. This can be accomplish through the following:

a) **Job Rotation** - This will provide employees the opportunity to explore new positions and provide agencies the opportunity to enhance employees’ development or make more effective use of staff. Agencies can prepare workers of all ages to fill future vacancies by providing them

with specialized training and developmental opportunities. Job rotations can be within the agency, between state agencies, or between a state agency and a federal, local or private entity.

b) **Educate and Retrain the Workforce** - To retrain will allow employees to update skills and expand the agency's sustainability. The training will provide developmental opportunities to enable employees to keep pace with workplace and technology changes. When this is implemented, employees can be more productive and feel valued and fully engaged in the agency's mission.

c) **Disability Community** – The disability community should be addressed in recruitment strategies because of the under utilization of this community. In Oregon alone there are approximately 336,337 people with disabilities ready to work. The State only employs 1,240. Currently the employment of people with disabilities in the state government is on the decline.

d) **Cultural Competency/Awareness** – It is strongly suggested and also recommended that this program, as stated in Executive Order 05-01 and amendment in the Executive Order 08-18, be enforced. This program will provide an important first step to identify an agency's strengths and areas for improvement. In utilization of this program, an agency will collectively move towards a more inclusive workplace.

e) **Welcoming and Inclusive Environment** – This can be accomplished through a no cost or extremely low cost program. Agencies must have in place an environment that is both physically and mentally welcoming. This can be accomplished through the following:

- i. Youth Art on Loan (Oregon Youth Authority [OYA])
- ii. Ensuring proper signage (e.g., disability, TTY, etc.)
- iii. Trainings (e.g., cultural competency/awareness, customer service, etc.)
- iv. Accommodations (e.g., amplified headset, specialized monitor, etc.)
- v. Physical structure (e.g., elevator, aisle space, etc.)
- vi. Translation services (e.g., language line, interpreters, etc.)

f) **Pre-Interview Panel Training** – When this tool is used by agencies it will provide a better opportunity for members of the protected classes to be hired. This tool will provide interview panelist: clarity on the role of a panelist; ways to identify possible personal bias; etiquette skills, interviewing in a diverse environment; knowledge of how to evaluate interview questions for appropriateness; expectations of the applicant; and the workplace environment the applicant will be in. DHS is in the process of implementing their interview panel training. The GAAO will start pre-interview panel training in 2009.

7. ABOUT THE DATA

The data is based on a calendar year. Additional charts are attached as a supplemental to this report. Data is provided by Department of Administrative Services, Human Resources Services Division (DAS, HRSD).

Additional data detail is contained on supplemental graphics (which contain data back to 2000).

2005 - Total State -	31,848
Females	16,699
Persons of Color	3,857
Disabled	1,318

2006 - Total State -	31,933
Females	16,763
Persons of Color	3,892
Disabled	1,262

2007 - Total State -	32,232
Females	16,979
Persons of Color	3,972
Disabled	1,186

Agency Mission: The Governor's Office provides leadership and direction to state agencies that are in the Executive Branch. The Governor's Office includes:

- Program Area Policy Advisors (e.g., education, workforce, natural resources, economic development, health & human services, public safety, transportation, intergovernmental relations)
- Executive Appointments Office
- Citizens Representative Office
- Affirmative Action Program Office
- Federal Office
- Minority, Women, & Emerging Small Business Advocate's Office
- Extradition Services (for all law enforcement agencies)
- Economic Revitalization Team

The focus of the Annual Performance Progress Report is on the last three program areas listed above. These program areas track performance measures, as detailed within this report.

Contact: Chip Therhune

Contact Phone: 503-378-4664

Alternate: Brian Shipley

Alternate Phone: 503-378-6547

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<ul style="list-style-type: none"> * Staff : * Elected Officials: * Stakeholders: * Citizens:
2 MANAGING FOR RESULTS	
3 STAFF TRAINING	
4 COMMUNICATING RESULTS	* Staff :

	<ul style="list-style-type: none">* Elected Officials:* Stakeholders:* Citizens:
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