

GOVERNOR'S OFFICE

Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2009

Finalize Date: 1/7/2009

2008-2009 KPM #	2008-2009 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):
6	STATE HIRING - Number of protected classes being hired, promoted, and retained in state agencies.

GOVERNOR'S OFFICE

I. EXECUTIVE SUMMARY

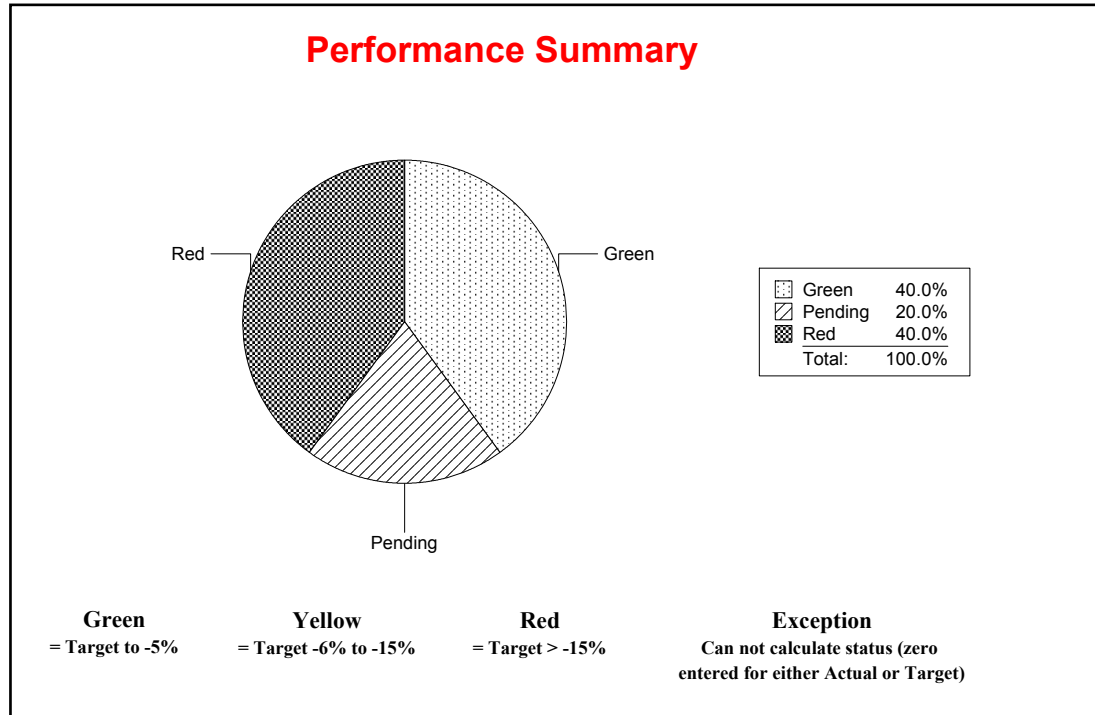
Agency Mission: The Governor's Office provides leadership and direction to state agencies that are in the Executive Branch. The Governor's Office includes: Program Area Policy Advisors (e.g., education, workforce, natural resources, economic development, health & human services, public safety, transportation, intergovernmental relations) Executive Appointments Office Citizens Representative Office Federal Office Affirmative Action Program 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 four program areas listed above. These program areas track performance measures, as detailed within this report.

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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).Advocates Office for Minority, Women and Emerging Small BusinessesContact: Lydia Muniz, AdvocateDuties 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 OfficeContact: Peggy C. Ross, DirectorDuties and Responsibilities: The Governors Affirmative Action office supports the 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 OfficerDuties and Responsibilities: Arrest and Return provides administrative services for Oregons extradition program.Economic Revitalization TeamContact: Ray Naff, DirectorDuties 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. With issuance of Executive Order 09-10 in June 2009, the ERT has also been assigned, in response to the closure of the Office of Regulatory Streamlining in DCBS, with carrying forward a next phase of regulatory streamlining efforts.

2. THE OREGON CONTEXT

Much of the work of these four, somewhat disparate subdivisions is oriented toward Governor Kulongoskis 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 subdivision will be reported in their respective KPM narratives.

4. CHALLENGES

Each subdivision 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

See Legislatively Adopted Budget 2009-2011

Arrest and Return: \$710,158 General Fund, \$168,109 Other Funds

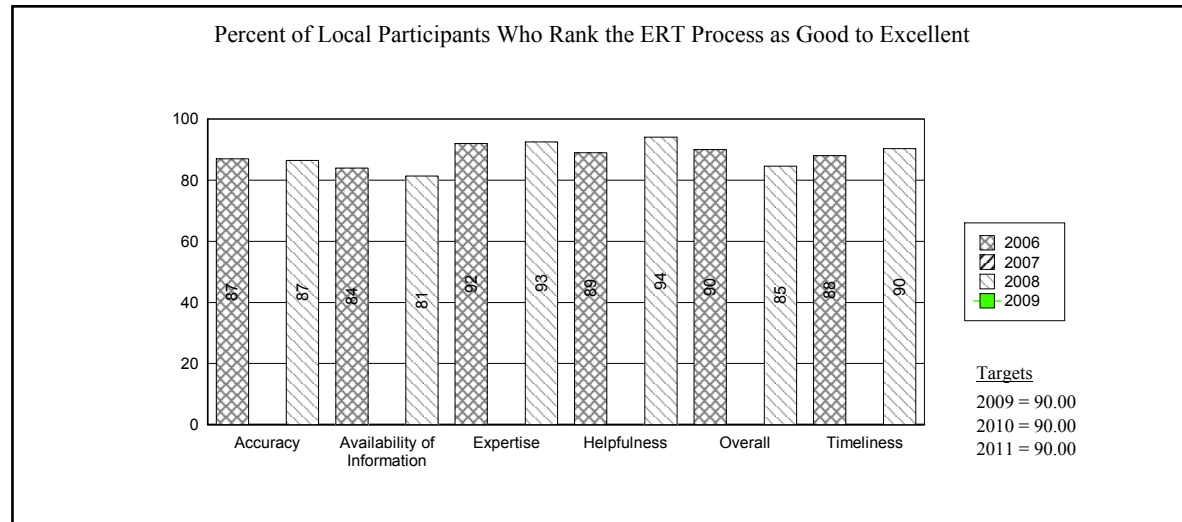
Affirmative Action office: \$607,912 Other Funds

MWESB: \$611,284 Other Funds

ERT: \$2,014,225 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. There is no new data for FY 2009; the next survey is scheduled for spring to early summer of 2010.	
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: OBDD (formerly OECDD), ODOT, DLCD, 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, businesses, and other partners.

3. HOW WE ARE DOING

Overall, nearly nine out of ten local participants in ERT projects perceive the services 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 communication 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 runs 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.

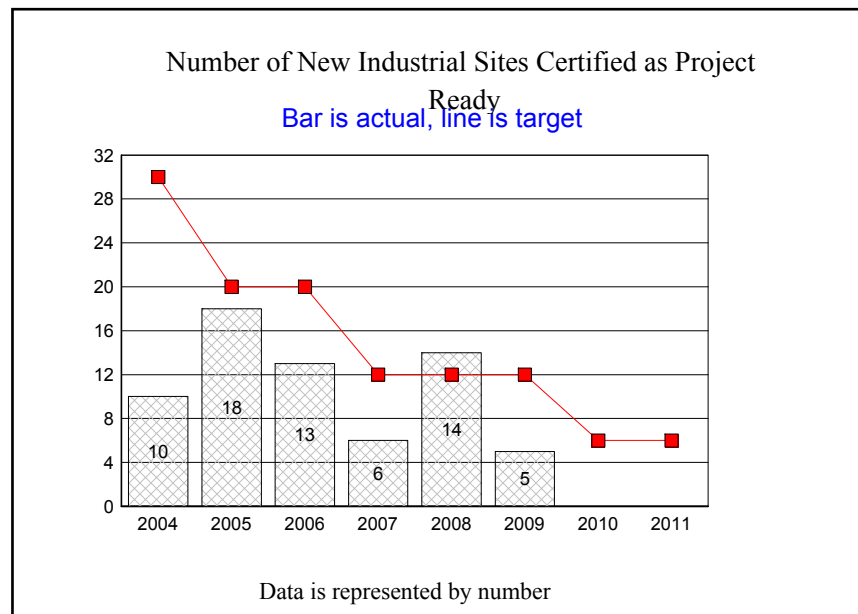
6. WHAT NEEDS TO BE DONE

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 communications 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 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 biennial 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	OBDD (formerly OECD) 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 states preparedness for economic development. Even though the industrial site certification program is administered by OBDD (formerly OECD), readying industrial sites for project ready certification is a multi-agency, state/local

collaboration. The ERT partners with OBDD, 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 OBDD (formerly OECDD) for FY 07. The target was maintained at 12 sites a year for FY08 and FY09. The 2009 Legislature approved a reduction in the target to 12 sites per biennium or 6 sites a year in accordance with justification provided by OBDD, the agency that administers the industrial site certification program. The most recent reduction in the target reflects that a significant number of sites have already been certified under the program and that there is an increasing shortage of available, usable sites. The reduced target will first apply to FY 2010 reporting.

3. HOW WE ARE DOING

After exceeding the target in past years, the state fell short of the target in FY 2009. Five (5) sites were certified, totaling approximately 237 acres. These sites are located in Hillsboro, Tillamook, Salem, Sutherlin, and Molalla. The sites ranged from 25 to 80 acres in size. The FY09 results compare to fourteen (14) sites certified in FY 08. The site sizes were comparable as 2008; most sites are less than 50 acres. Many of the sites that have been certified over time have been developed or are slated for development. Over the past 6 years, 67 sites and 4471 acres have been certified. Currently, there are 23 sites that have expressed interest in becoming certified. Information on Oregon's certified industrial sites are available to the public and company site selectors at <http://www.oregonprospector.com>. Certifying industrial lands as project ready (i.e., providing assurance that a site can be developed in 180 days or less) for specific industry profiles can save prospective companies significant cost, time and risk. In today's economy, project development timelines are immediate and information technology is allowing many companies the option to locate virtually anywhere in the world. Certification gives Oregon communities a competitive advantage for attracting these business opportunities. The program requires industrial sites to meet rigorous standards relative to regulatory requirements such as zoning, wetlands and environmental contamination, as well as documenting a variety of other criteria such as utilities, transportation infrastructure and availability. These standards, reflecting market driven development decisions, have become a powerful planning tool to help frame the debate surrounding health and safety regulations, infrastructure investment, and land use in Oregon.

4. HOW WE COMPARE

The Oregon Industrial Site Certification program is one of three such programs nationwide, limiting state-to-state comparison. Given the collaborative, cross-jurisdictional nature of site certification, comparison of site certification to individual state agency processes or programs is also not advisable. Oregon has some of the highest certification standards in the country, giving the program a greater amount of credibility in comparison

to the other state programs. Industry standards for developable industrial land are high, with many companies demanding sites where they can break ground within 90 days or less. In Oregon, sites are certified as "Project Ready", meaning they can be developed within 180 days of lease or purchase. Many of Oregon's certified sites already meet the higher 90 day standard. OBDD (formerly OECDD) plans to target its investments on highly marketable certified sites.

5. FACTORS AFFECTING RESULTS

Many of the 41 sites certified over the first few years of the program (ending in fiscal year 2006) were relatively uncomplicated to certify. A total of 26 sites were certified over the next three years ending in fiscal year 2009. These sites also went through a relatively straightforward certification process. The remaining industrial zoned lands that could be enrolled in the site certification program are considerably more constrained by physical, transportation, land use or other market factors and therefore more difficult to certify. The fact that there are often limited financing options for 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 states 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 jurisdictional wetlands. In addition, the basic task of information gathering required to complete the certification application is often difficult for smaller jurisdictions with limited staffing and/or high staff turn over. The programs requirements have become more stringent over time, and the criteria have become better defined. Holding to higher market-driven standards has resulted in a longer ramp up time than anticipated and fewer certifications. But lessening these standards in order to achieve more certifications would be counterintuitive as the state would then not have sufficient certainty that the sites were truly "project ready", i.e. ready for development in 180 days or less. The state will continue to evaluate the challenges of site certification and implement policy improvements that encourage certification and land development without sacrificing conservation, safety, and public investment.

6. WHAT NEEDS TO BE DONE

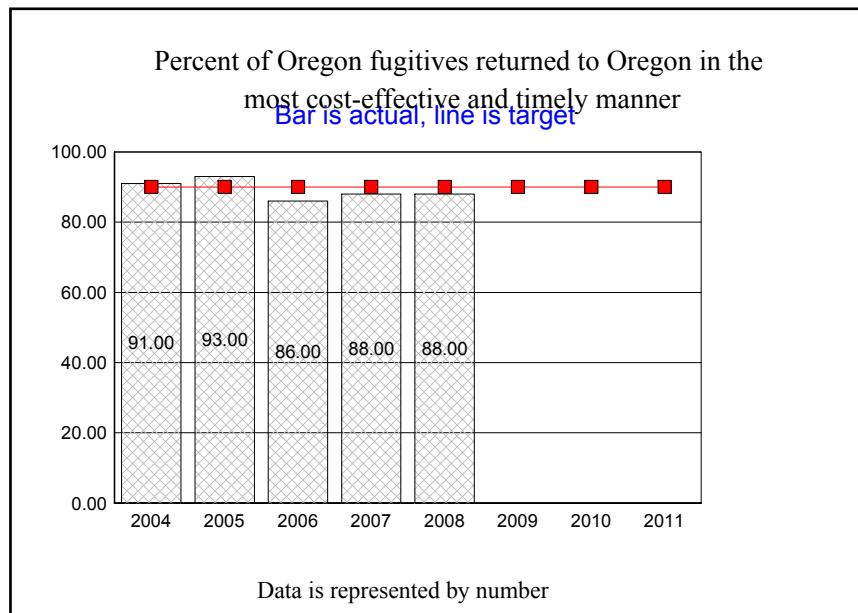
The OBDD (formerly OECDD), in consultation with ERT and affected agencies, will continue to streamline the process to make it easier and less expensive, without compromising the integrity of the certification process. In addition, the OBDD will coordinate and collaborate with other state agencies to refine information needs and respond to market demand while addressing barriers to certification and industrial land development. These barriers include adequate and appropriately zoned land supply, necessary access to utilities such as power or other forms of energy, brownfields redevelopment, the need for wetland mitigation, or the lack of technical expertise and the local level. These are the major issues limiting industrial certification at both the local and state level. Increased local, state, and federal funding/financing options for public infrastructure is needed to

support the certification process. OBDD, in partnership with ODOT, ERT and DLCDD, is working with key communities on an industrial lands pilot project to bring more sites on line for certification and to address policy options for bringing down the many barriers to certification.

7. ABOUT THE DATA

The reporting cycle for number of industrial sites certified as project ready is by Oregon fiscal year. Results represent sites certified within the Oregon fiscal year. The date of the certification corresponds to the date on the certification letter signed by the Director of OBDD (formerly OECDD). To be certified, each site needs to document that it is ready for development within 180 days of lease or purchase. OBDD maintains notebooks, as well as compact discs, with all the documentation, and also works toward periodic recertification of the sites. Documentation of compliance with certification criteria and the site themselves are reviewed by an independent, third party verifier.

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.	2001
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	Oregon Fugitives Returned: Statutory authorities ORS 133.857 Uniform Criminal Extradition Act; ORS 135.775 Interstate Agreement on Detainers; Article IV, Section 2, clause 2 of the U. S. Constitution; 18 U.S.C. 3181-3195.	
Data Source	Biennium database records of all incoming and outgoing extradition movement.	
Owner	Director of Extradition Services: Fran Lushenko, 503-378-3156 x. 225.	



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

fugitives throughout the region by coordinating the transports of numerous states fugitives and utilizing county facilities for holding, transporting and exchanging fugitives. The shuttle system results in a substantial monetary savings to the State. This savings is directly spent on more costly extraditions of fugitives from outside the shuttle area. 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 to all parties the lowest cost alternatives available. The extradition officer ensures that all parties utilize the shuttle system or the U.S. 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 the 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

The target is set at 90%. Given the mobility of today's society, the ease with which fugitives move about the country, and the finite number of participating states, it is unreasonable to set a goal of 100% for all fugitives to be returned via the shuttle system. Based on past statistics, 90% of retrievals via the shuttle are a noteworthy enterprise as well as being a reasonable and achievable goal.

3. HOW WE ARE DOING

Past biennial statistics reflect shuttle returns run 88% to 92%. The Arrest and Return Program is on average, for all intent and purposes, meeting the target goal. Estimated savings to the state for 2008 is \$392,028.

4. HOW WE COMPARE

Extradition information is maintained in the Arrest and Return Programs databases. The databases contain all information for each extradition including the method and cost of retrieval. From these databases the extradition officer is able to generate reports for each biennium. The reports are used to compare the current extradition statistics with past biennial extradition statistics.

5. FACTORS AFFECTING RESULTS

Voluntary participation. Shuttle participation is strictly voluntary by law enforcement agencies. When a state opts out, shuttle returns from that particular state can no longer be accomplished. Shuttle overcrowding: Transport vans may become overbooked with returning fugitives. Lesser degree felons are removed to allow more severe felons to be transported. Unsuitability of fugitive. High risk or high profile fugitives, fugitives with severe behavioral (assaultive) issues, or severe medical or mental health conditions, jeopardize the security of the shuttle system and constitute a safety risk. These fugitives cannot be transported via the shuttle. Any participating shuttle agency has the discretion to prohibit a fugitive from being

placed on the shuttle. Time constraints. Depending on the state from which the fugitive is being shuttled, the entire trip could take as long as two to four weeks. The fugitive should not be shuttled if there is a time concern. Weather conditions. The shuttle is ground transportation. In the case of inclement weather, the shuttle vans will not run. If the fugitive is required to be returned by a specific deadline, alternative arrangements may need to be made.

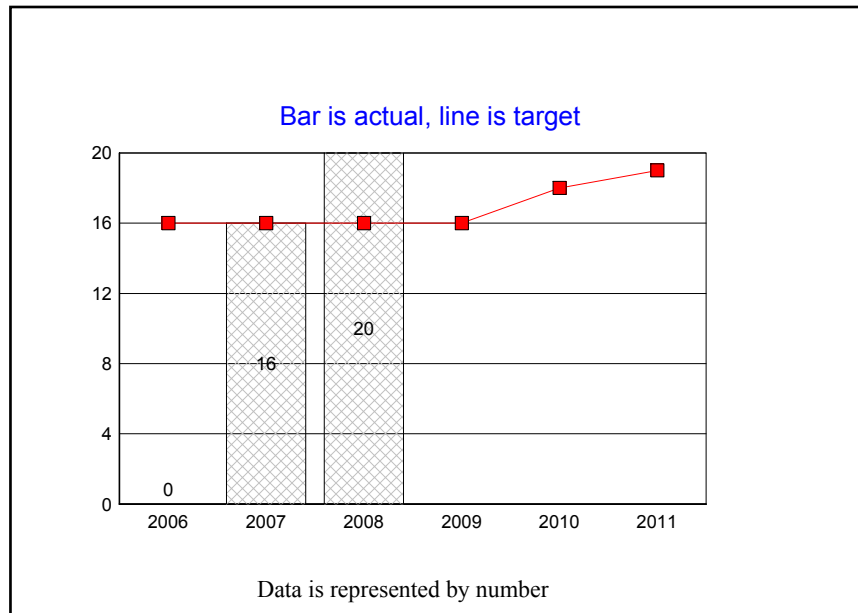
6. WHAT NEEDS TO BE DONE

The shuttle is a cooperative transport system. Participating states and agencies must be willing to assist, support and reciprocate actions to other agencies. The State of Oregon and its counties need to continue consistent and constant outreach, and extend cooperation and support to all shuttle participating states if the shuttle system is to continue operation. By doing so, the state will continue to reap the benefits of low-cost shuttle transports.

7. ABOUT THE DATA

Data are reported for the last five years, although earlier information is available. Data is based on a July 1 to June 30 reporting cycle. For example, the data labeled 2008 reports on the period of July 1, 2008 to June 30, 2009.

KPM #4	NUMBER OF STATE CONTRACT AWARDS TO CERTIFIED MINORITY, WOMEN AND EMERGING SMALL BUSINESSES (MWESB):	2007
Goal	Provide outreach, education, consultation and support services to encourage targeted companies to become certified (MWESB; Minority-owned, woman-owned, emerging small business); provide services to assist certified companies to compete 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 and internal records, statistics and reports.	
Owner	Clearinghouse Program Coordinator: Linda Jones, 503-378-3583	



1. OUR STRATEGY

Provide comprehensive support services, training and information to Oregon certified Minority, Women, and 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 potential and currently certified firms; 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. We partner with Oregon University System, Department of Administrative Services, Department of Transportation, Oregon Business Development Department and numerous other local, state and federal agencies as well as other minority and women business organizations.

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. Targets are based on contacts this office makes with MWESB and potential MWESB companies. It is reasonable to expect an increase in contacts depending on the years economic climate and contracting activity. If the economy grows, businesses tend to increase allowing the opportunity to contact more small businesses. The reverse could also occur in a down economy.

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 (Governors Marketplace Conference) on 10/08/09 included information on using the Oregon University System (OUS) contracting website as well. This office serves as a referral service for start-up businesses 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 OBDD, we promote the Certification process and provide information. We regularly work with various state agencies (ODOT, DAS/SPO, Forestry, DHS and others) 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 2009 the Advocate's Office reached 1265 people

through Outreach/Networking events, 675 through tradeshow, and 365 through speaking engagements. 1756 firms were directly notified of 419 open contracts through the Clearinghouse. Well over 10,000 contacts were made through four newsletters sent to MWESB firms, minority chambers and SBA offices.

4. HOW WE COMPARE

There are no known comparators.

5. FACTORS AFFECTING RESULTS

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. Currently the numbers reported through ORPIN do not support the benefit to becoming MWESB certified which impacts the work of the Advocate's Office. Office resources affect the number of events that can be held and where they are held. Partnering with other local and state agencies helps to expand those resources. Partnering with a variety of local, state, and federal agencies increases the number of businesses notified of training and bidding opportunities. It also increases our access to adequate facilities in various parts of the state helping us make contacts in other state regions. This year we were able to conduct outreach and training events outside the Portland/Salem areas, extending to Pendleton, Bend and Klamath Falls. Most state agencies do not have active programs to provide targeted opportunities for certified firms. Therefore, many businesses do not see the benefits of certification.

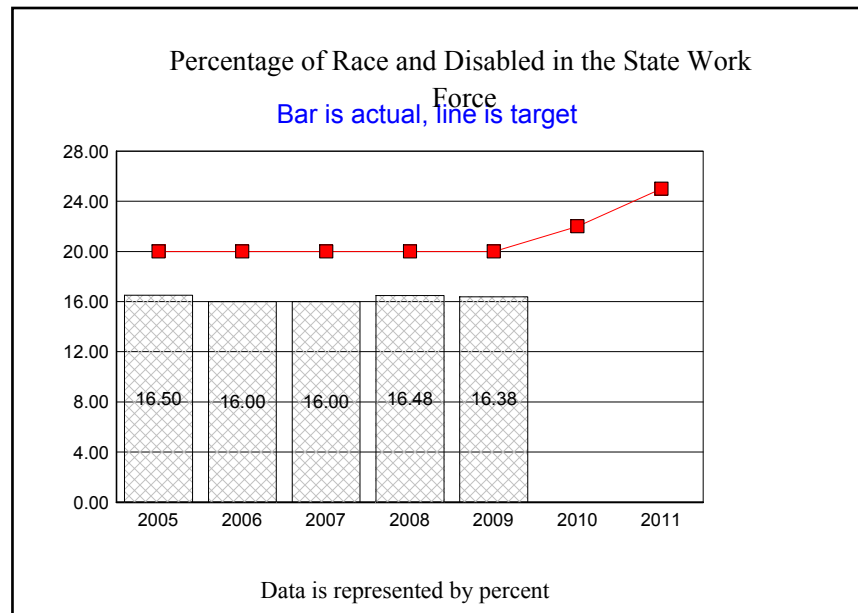
6. WHAT NEEDS TO BE DONE

Work with DAS Procurement Office 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 MWESB's in procurement opportunities.
Continue partnerships for outreach programs.
Explore options to provide training via electronic formats.

7. ABOUT THE DATA

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

KPM #6	STATE HIRING - Number of protected classes being hired, promoted, and retained in state agencies.	2007
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	Governors 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 Key Performance Measures (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 Governors 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 Government workforce has increased slightly and does not reflect the total state population. The participation of the protected classes in State Government workforce can be improved by a strong diversity commitment from agency directors and implementation of a welcoming workplace environment. The following outlines the reported protected classes within state government workforce:

UPDATE State of Oregon Workforce: The supplemental chart outlines the retention rate of the protected classes. The data source is from Department of Administrative Services, Human Resources Services Division (DAS, HRSD) - Statewide Workforce Data/Protected Classes (Women, Race/People of Color, and People with Disabilities).

Chart A: Outlines the retention rate of the protected classes (Women, Race/People of Color, and People with Disabilities).

Chart B: Hire and Promotion/Retention Report outlines the number of the protected classes (Women, Race/People of Color, and People with Disabilities) being hired, retained and promoted within state government.

Chart C: Trial Service/Retention Report of the protected classes (Women, Race/People of Color, and People with Disabilities).

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 Governors 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. Update Data Information:

Gender (Women): In the year of 2000 we had 15,579 women in state government workforce compared to year 2009 where we had 18,001. 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 2009 where we had 4,338. People of color are slowly increasing its numbers in state government.

People with Disabilities: In the year 2000 we had 1,694 people with disabilities in state government compared to year 2009 where we had 1,190 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 and employees who have chosen not to disclose their disability. The American with Disability Act (ADA) Workgroup, facilitated by Department of Administrative Services, Human Resources Management and Consultation (DAS, HRMC) is currently reviewing an ADA Accommodation policy that will assist agencies to work with employees through an interactive process.

A detailed supplemental chart is attached.

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 Oreogn. 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 Governors 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 agencies 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 managers or supervisors effectiveness in achieving affirmative action objectives as a key consideration of the managers or supervisors 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:

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.

Educate and Retrain the Workforce - To retrain will allow employees to update skills and expand the agencies 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 agencies mission.

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.

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 agencies strengths and areas for improvement. In utilization of this program, an agency will collectively move towards a more inclusive workplace.

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.).

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); Race/Persons of Color (3,857); People with Disability (1,318)

2006 - Total State (31,933); Females (16,763); Race/Persons of Color (3,892); People with Disability (1,262)

2007 - Total State (32,232); Females (16,979); Race/Persons of Color (3,972); People with Disability (1,186)

2008 - Total State (33,078); Females (17,576); Race/Persons of Color (4,201); People with Disability (1,250)

2009 - Total State (33,777); Females (18,801); Race/Persons of Color (4,342); People with Disability (1,190)

GOVERNOR'S OFFICE**III. USING PERFORMANCE DATA**

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 Federal Office Affirmative Action Program 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 four program areas listed above. These program areas track performance measures, as detailed within this report.

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

1. INCLUSIVITY

- * **Staff:** For each program area that is addressed in this APPR, there is a different segment of the Governor's Office staff involved in the performance management process. This is necessary given the diversity of the programs addressed herein. Oversight is provided by the Deputy Chief of Staff and Chief of Staff.
- * **Elected Officials:** For each program area that is addressed in this APPR, there is a different but important relationship with elected officials with respect to program and performance management. For the Economic Revitalization Team (ERT), local elected officials have been specifically targeted in the survey efforts done on a biennial basis to address KPM 1 - Customer Service. The ERT will be expanding the target audience for the 2010 survey to also include state legislators.
- * **Stakeholders:** For all program areas reported on herein, stakeholders are regularly engaged in the delivery of program services and have opportunities to engage in dialogue and other communications with the Governor's Office.
- * **Citizens:** In relation to the diversity of the programs addressed herein, the Governor's Office has different strategies and levels of direct citizen engagement by program area.

2 MANAGING FOR RESULTS

The Governor's Office, through the four program's addressed in this report, regularly reviews performance management data to determine implications for annual work programs.

3 STAFF TRAINING

Staff responsible for tracking and reporting on KPMs attend trainings offered by DAS-Budget and Management whenever this is feasible.

4 COMMUNICATING RESULTS

* **Staff :** For each program area that is addressed in this APPR, there is a different segment of the Governor's Office staff involved in the performance management process. This is necessary given the diversity of the programs addressed herein. Annual or biennial results are discussed within program areas, with stakeholders as appropriate, and general oversight is provided by the Deputy Chief of Staff and Chief of Staff.

* **Elected Officials:** In relation to the diversity of the programs addressed herein, the Governor's Office has different strategies and levels of communicating results with elected officials by program area. For the ERT, information on KPM 1-Customer Service and KPM 2-Industrial Lands is shared in biennial reports to the Oregon Legislature and with local government organizations such as Association of Oregon Counties (AOC) and League of Oregon Cities (LOC). The Governor's field staff are also empowered to share results through their interactions with elected officials. The ERT office also responds to other specific requests for information that are received from elected officials.

* **Stakeholders:** For all program areas reported on herein, stakeholders are regularly engaged in the delivery of program services and have opportunities to engage in dialogue and other communications with the Governor's Office on a variety of program management issues, including KPMs and performance management. For KPM 4 and 5, the data are gathered, analyzed, summarized, shared and reported to stakeholders. Successes are highlighted but attention is also drawn to the challenges Oregon continues to see as we try to promote the State of Oregon as an "Employer of Choice." For the ERT, information on KPM 1-Customer Service and KPM 2-Industrial Lands is shared in biennial reports to the Oregon Legislature, with local government organizations such as Association of Oregon Counties (AOC) and League of Oregon Cities (LOC), through the ERT website, etc. The Governor's field staff are also empowered to share results through their interactions with stakeholders. The ERT office responds to other specific requests for information that are received from stakeholders.

* **Citizens:** Again, in relation to the diversity of the programs addressed herein, the Governor's Office has different strategies and levels of direct citizen engagement by program area. The APPR is posted on the Governor's Office website.

**Key Performance Measures
Governor's Affirmative Action Office
Update: FY '09**

UPDATE

This Key Performance Measure (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 Government workforce has increased slightly and does not reflect the total state population.

The participation of the protected classes in State Government workforce can be improved by a strong diversity commitment from agency directors and implementation of a welcoming workplace environment. The following outlines the reported protected classes within state government workforce:

Chart A

State of Oregon Workforce: The following chart outlines the retention rate of the protected classes. The data source is from Department of Administrative Services, Human Resources Services Division (DAS, HRSD) - *Statewide Workforce Data*.

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
African American	549	570	580	555	594	589	585	601	638	651
Asian American	817	849	905	921	968	974	1,009	1,049	1,100	1,131
Hispanics	1,380	1,443	1,531	1,565	1,665	1,738	1,754	1,794	1,924	2,014
Native American	615	622	620	577	577	556	544	528	532	542
People with Disability	1,694	1,632	1,578	1,453	1,384	1,318	1,262	1,186	1,250	1,190
Women	15,579	15,939	16,308	15,737	16,482	16,699	16,763	16,979	17,576	18,001

**Protected classes (Female, Race and People with Disabilities) may be double-counted*

Chart B

Hire and Promotion/Retention breakdown of the protected classes for the last ten years

DATA: Hire	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Actual										
Gender – Male (Caucasian)	12,899	13,063	13,402	12,853	13,251	13,427	13,465	13,521	13,722	13,937
Gender – Female	15,579	15,939	16,308	15,737	16,482	16,699	16,763	16,979	17,576	18,001
Race (People of Color)	3,361	3,484	3,636	3,618	3,804	3,857	3,892	3,972	4,201	4,342
People with Disabilities	1,694	1,632	1,578	1,453	1,384	1,318	1,262	1,186	1,250	1,190
Total: Oregon Workforce (Regular FTE – Excluding Temps, Boards, Legislatures, Judicial, Higher Education)	30,285	30,795	31,565	30,371	31,503	31,848	31,933	32,232	33,078	33,777

**Protected classes (Female, Race and People with Disabilities) maybe double-counted.*

DATA: Promotion	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Actual										
Gender – Male (Caucasian)	527	635	535	485	660	777	551	736	868	458
Gender – Female	911	1,091	917	950	1,293	1,396	920	1,276	1,514	1,424
Race (People of Color)	179	225	176	205	321	291	185	310	356	209
People with Disabilities	68	80	56	68	72	78	37	55	67	38
Total: Oregon Workforce (Regular FTE – Excluding Temps, Boards, Legislatures, Judicial, Higher Education)	30,285	30,795	31,565	30,371	31,503	31,848	31,933	32,232	33,078	33,777

**Protected classes (Female, Race and People with Disabilities) maybe double-counted.*

Note: These reports were provided by DAS, HRSD. DATA information is based on FY 2000 thru FY 2009.

Chart C

**Trial Service/Retention Report
From FY 2000 – FY 2009**

Trial Service/Retention	FY 2000				FY 2001			
	Hired	% Retained	# Let Go	Retained	Hired	% Retained	# Let Go	Retained
Gender - Male (Caucasian)	762	95%	35	727	995	97%	30	965
Gender - Female	1,306	95%	66	1,240	1,699	97%	52	1,647
Race (People of Color)	273	96%	10	263	380	97%	11	369
People with Diabilites (Self-identified)	68	91%	6	62	75	97%	2	73

Trial Service/Retention	FY 2002				FY 2003			
	Hired	% Retained	# Let Go	Retained	Hired	% Retained	# Let Go	Retained
Gender - Male (Caucasian)	793	95%	39	754	839	97%	24	815
Gender - Female	1,209	94%	70	1,139	1,323	96%	55	1,268
Race (People of Color)	288	95%	15	273	353	94%	22	331
People with Diabilites (Self-identified)	41	93%	3	38	55	95%	3	52

Trial Service/Retention	FY 2004				FY 2005			
	Hired	% Retained	# Let Go	Retained	Hired	% Retained	# Let Go	Retained
Gender - Male (Caucasian)	930	95%	43	887	1,115	96%	44	1,071
Gender - Female	1,623	94%	90	1,533	1,813	94%	102	1,711
Race (People of Color)	378	92%	31	347	404	94%	23	381
People with Diabilites (Self-identified)	64	84%	10	54	49	94%	3	46

Trial Service/Retention	FY 2006				FY 2007			
	Hired	% Retained	# Let Go	Retained	Hired	% Retained	# Let Go	Retained
Gender - Male (Caucasian)	775	94%	48	727	1,099	96%	49	1,050
Gender - Female	1,201	92%	92	1,109	1,797	94%	101	1,696
Race (People of Color)	292	90%	28	264	473	94%	28	445
People with Diabilites (Self-identified)	43	95%	2	41	41	88%	5	36

Trial Service/Retention	FY 2008				FY 2009			
	Hired	% Retained	# Let Go	Retained	Hired	% Retained	# Let Go	Retained
Gender - Male (Caucasian)	1,445	89%	155	1,290	1,038	89%	117	921
Gender - Female	2,278	89%	259	2,019	1,676	88%	204	1,472
Race (People of Color)	584	85%	89	495	416	89%	47	369
People with Diabilites (Self-identified)	66	92%	5	61	35	86%	5	30

Note: These reports were provided by DAS, HRSD. DATA information is based on FY 2000 thru FY 2009.