

Affirmative Action Plan 2007-2009 Biennium

State of Oregon

Department of Human Services



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January 2007

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**Department of Human Services
2007-2009 Affirmative Action Plan**

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I. DESCRIPTION OF THE AGENCY

An Overview of DHS

The Department of Human Services (DHS) is the state's health and human services agency. Established in 1971 as the Department of Human Resources, it changed to its current name in 1999.

DHS is the largest department in state government, employing approximately 9,100 people and operating with a budget of approximately \$9.5 billion during the 2005-07 budget period.

The Department of Human Services (DHS) provides a broad array of programs to thousands of Oregonians on a daily basis. Targeted benefits and services are provided to children and families, seniors, people with developmental and/or physical disabilities, people with mental illness, people with substance abuse problems, and low-income people. In addition, the department provides a wide range of public health services to all Oregonians.

Building upon the principals of service integration and community partnerships, the department depends upon a network of state offices, local governments, and private non-profit or for-profit entities to deliver services throughout the state. With more than 150 field offices and agreements with all thirty-six counties, the department directly provides or contracts for more than 200 programs and services.

Working closely with a wide network of local partners, the department served more than one million people in the state during 2002.

The department's mission is "helping people to become independent, healthy and safe." DHS strategies aimed at accomplishing these goals include:

- **Self-Sufficiency:** Helping low-income families achieve self-sufficiency, through programs such as the JOBS employment and training program, Temporary Assistance for Needy Families (TANF) and Food Stamps.

- **Protection:** Protecting vulnerable Oregonians from abuse and neglect, through child-protective services, foster care and adoption programs, and investigations into abuse of seniors and people with disabilities.
- **Health:** Helping low-income Oregonians obtain needed health care through the Oregon Health Plan, Medicaid, mental health and addiction treatment, and operation of mental health institutions.
- **Independence:** Helping seniors and people with disabilities live as independently as possible through in-home services, state-operated group homes, vocational rehabilitation services and senior employment programs.
- **Prevention:** Protecting public health through such services as water-quality monitoring, restaurant inspections, monitoring and controlling communicable diseases, maintaining vital records and preparing for bioterrorism attacks.

Mission Statement, Goals, and Statutory Authority

The department's mission statement sets out the purpose and guides the activities of the large, complex organization of Oregon's human services programs. Each goal is supported by a set of outcomes and associated performance measures. The mission, goals, and desired outcomes provide focus and direction to the agency's work and communicate the results we strive to deliver to our clients, employees, partners, and providers. The agency mission and goals are:

Mission Statement:

Assisting people to become independent, healthy and safe.

Goals:

People are living as independently as possible.

People are healthy.

People are safe.

People are able to support themselves and their families.

Core Values:

Integrity – We maintain the highest standards of individual and institutional **integrity**.

Stewardship – Because all Oregonians have a stake in the actions of public sector employees, we are accountable in action and attitude for this **stewardship** of the public trust.

Responsibility – We take **responsibility** for our actions.

Respect – We **respect** the **dignity** and the **diversity** of our colleagues, communities and the people we assist.

Professionalism – We maintain the highest standards of **professionalism**.

Organization Charts: The DHS Organization Charts are included in Appendix C of this Plan.

Administrative Services Division (ASD)

Administrative Services serves the entire department with functions that include contracting, facilities management, financial services, forms and document management, human resources, information security, information systems, public affairs and web & publication design.

Chief Administrative Officer: Fariborz Pakseresht

Deputy Assistant Director: Sue Nelson

Components of this group include:

- **Contracts and Procurement**
Handles purchasing and contracts for goods and services
- **Facilities**
Manages field offices and other buildings
- **Forms & Document Management**
Produces and coordinates the publishing of most DHS forms and images DHS records for electronic storage and retrieval
- **Human Resources**
Provides personnel services to the Department, including safety and wellness, training and criminal history checks
- **Information Security**
Provides security and privacy services around the confidentiality, integrity and availability of DHS information and systems

- **Information Services**
Develops and supports computer systems and equipment
- **Office of Communications**
Handles communication via press releases and e-mail to employees, media, the Legislature, partners and the community
- **Web & Publications Design**
Manages the design, development and maintenance of the Department's Web site and publications.

Children, Adults and Families Division (CAF)

This group is responsible for administering self-sufficiency and child-protective programs. These include JOBS, Temporary Assistance for Needy Families (TANF), Employment Related Day Care, Food Stamps, child-abuse investigation and intervention, foster care and adoptions. The group also contains the Office of Vocational Rehabilitation Services (OVRs), which helps Oregonians with disabilities to prepare for, find and retain jobs.

Assistant DHS Director Ramona Foley
Deputy Assistant Director: James Neely

Children, Adults and Families is made up of two groups:

1. Policy/Program - Deputy Assistant DHS Director Michael Serice
2. Field Services - Deputy Assistant DHS Director Jim Neely

CAF Policy/Program Group

Its main program areas include:

Self-sufficiency and child safety

- **Child-care subsidy programs**
Programs such as Employment Related Day Care and JOBS child care help low-income working families and people in the JOBS Program pay for their child care

- **Child-protective services**
Investigates and intervenes in cases of abuse and neglect
- **Family-Based Services**
Supports the safety of children in the home, and counsels and trains parents
- **The Food Stamp Program**
Helps Oregonians feed themselves and their families
- **The JOBS Employment and Training Program**
Prepares people for the workplace and helps them find work
- **Prevention programs**
Helps young people make positive choices and avoid behaviors that put them at risk
- **TANF**
Provides cash benefits for low-income families with children

Permanency for children

- **Foster care**
Provides care for children removed from their homes while the parents, DHS and other agencies work toward reuniting the family
- **Adoption programs**
Permanently place children with other families when they cannot return to their parents

CAF Field Services Group

CAF Field Services is responsible for providing benefits and services to clients for the majority of DHS programs.

The field structure was designed so that clients can have their multiple needs addressed without having to visit a number of different DHS offices. Case planning for clients is done collaboratively, to avoid conflicting requirements between various programs.

Field Services operates more than 110 offices across the state and employs more than half of the department's staff.

Field structure

Services are delivered through sixteen Districts, each headed by a District manager. In addition, each District has senior program managers, who have expertise in specific program areas. Service-delivery staff members in field offices retain their current specialization while working more closely with staff from other programs.

Rehabilitation Services

The Office of Vocational Rehabilitation Services works with businesses, schools and community programs to help people with disabilities prepare for and find employment

Central office

Within central office, the Office of Operational Support provides assistance to the District managers and field offices. They serve as the connection between the program-and-policy groups and the field, to ensure policies are effectively implemented in the local offices and to help accomplish policy-related changes requested by the field.

Field Services also includes the following:

- **The Direct Pay Unit**
Processes payments for providers of services to DHS clients
- **The Health Insurance Group**
Identifies other insurance coverage that should be paying for medical care for public-assistance clients
- **Medicare Buy-In**
Pays Medicare premiums for low-income seniors so that Medicare, rather than the state, will pay their medical costs
- **Oregon Health Plan Eligibility**
Processes applications and determines eligibility for the Oregon Health Plan
- **Quality Control for the Food Stamp Program**
Investigates possible client fraud

- **Volunteer services for clients**
Helps with needs such as medical transportation and donations of household and other items

Director's Office (DO)

The Director's Office provides overall guidance, communication and direction for DHS. The director and deputy director have the ultimate accountability for the Department's success in achieving its outcomes.

DHS Director: Bruce Goldberg, M.D.

Deputy Director of Operations: Clyde Saiki

The Director's Office includes:

- **The Governor's Advocacy Office**
Evaluates and resolves issues and concerns of Oregonians about the Department's programs and services
- **Legislative Relations**
Directs the overall DHS Legislative agenda. Works to build positive relationships with members of the Oregon Legislative Assembly and their staff.
- **Internal Auditing**
Conducts audits and reviews regarding compliance, security, efficiency, and federal grants
- **Tribal Relations**
Works to build positive, constructive relationships with the nine Native-American tribes in the state

Financial Services

Deputy Director of Finance: Jim Scherzinger

The Financial Services includes:

Financial Services oversees the department financial and accounting operations. This includes payroll, payments, receivables, and development and maintenance of accounting systems.

Finance and Policy Analysis provides budget and forecasting services, monitors federal and state policies for their impact on the department's budget, and develops the rates paid to providers in DHS programs.

John Swanson
Interim Administrator

Components of this group include:

- **Budget Development & Implementation**
Provides budget program and administrative planning support for the department.
- **Client Caseload Forecasting**
The Forecasting Team produces bi-annual forecasts for all major DHS client caseloads, including medical assistance programs, mental health and addiction services, self-sufficiency, child welfare and long-term care for seniors and people with disabilities.
 - **Spring 2006 Client Caseload Forecast**
Spring Forecast Book
 - **Fall 2005 Client Caseload Forecast**
Aged and Physically Disabled
Children, Adults and Families

Medical Assistance Programs

- **Federal Financial Policy & Rates Oversight**
Coordinates and monitors federal funding and financial policy across the department.
- **OHP Actuarial Services**
The Oregon Health Plan Actuarial Services Unit is responsible for directing and monitoring the biennial setting of per capita costs and the yearly establishment of capitation rates for the Medicaid demonstration component of the Oregon Health Plan. The unit manages and evaluates data and expenditures analyses, provides forecasts of managed care plan enrollment and expenditures and prepares cost and budget analyses in support of rate-setting activities. The unit acts as a connection between the contracted actuaries, OMAP program and budget staff, managed care plans and other interested stakeholders.

- **Provider Tax: Rules & Forms**

Administrative Rules	Forms
Medicaid Managed Care Tax OAR 410-050-0100 thru 0250	Quarterly Managed Care Organization Provider Tax Assessment form (Word)
Long Term Care Tax OAR 411-050-0400 thru 0590	Quarterly Nursing Facility Provider Tax Assessment form (Word)
Hospital Tax OAR 410-050-0700 thru 0870	Quarterly Hospital Provider Tax Assessment form (Word)

Public Health Division (PHD)

Health Services administers low-income medical programs, and mental health and substance abuse services. It provides public health services such as monitoring drinking-water quality and communicable-disease outbreaks, inspecting restaurants and promoting healthy behaviors.

HS also maintains the state's vital records, and operates Oregon State Hospital and the Eastern Oregon Training and Psychiatric Centers. Many of this group's services, such as immunizations, the WIC nutrition program, and mental health and substance abuse treatment, are delivered through county health departments.

Assistant DHS Director : Susan, Allan, M.D.

Deputy Assistant Director: Bill Coulombe

The group's main program areas include:

- **Public health officer**
Provides support and technical assistance to county health departments, and coordinates and oversees county health plans and funds from DHS.
- **Disease prevention and epidemiology**
Works to prevent and control illness and death from injury, acute and communicable diseases, sexually transmitted diseases, and environmental and occupational illnesses. Also promotes healthy

behaviors by funding screenings for cancer and working to reduce tobacco use.

- **Family Health Services**
Works to improve and promote the overall health of Oregon's women, infants, and children through preventive health programs and services, including prenatal care and pregnancy health, early childhood nurse home visiting services, WIC supplemental nutrition services, reproductive and family planning services, school-based health services, promotion of oral health, and promotion of nutrition and physical activity.
- **Health statistics, evaluation and research**
Maintains Oregon's vital records (births, deaths, marriages, divorces), analyzes health-related data, and conducts research and evaluation to design public-health strategies.
- **Public Health Laboratory**
Provides laboratory services to state and county infectious-disease programs; screens newborns for metabolic disorders; and licenses other clinical and environmental laboratories.
- **Public Health Systems**
Helps control environmental hazards through oversight of public drinking-water systems, emergency medical services, health-care facilities, and restaurants and other food-service facilities. Also monitors other hazards such as lead, toxic materials and household molds.

Division of Medical Assistance Programs (DMAP)

Administers state programs that provide medical coverage to low-income Oregonians, such as the Oregon Health Plan, Medicaid and the Children's Health Insurance Program.

Assistant DHS Director : Allen Douma, M.D.

Deputy Assistant Director: Lyn Read and Jim Edge

Addictions and Mental Health Division (AMH)

Provides information that informs consumers about mental health disorders and assists them in becoming healthy, safe and independent individuals. The information also further educates policy makers and providers so they may share knowledge, expand current treatment efforts and assist consumers in everyday needs.

Assistant DHS Director : Bob Nikkel

Deputy Assistant Director: Madeline Olson

- **Operation of Oregon State Hospital and the Eastern Oregon Training and Psychiatric centers**

Oregon State Hospital is Oregon's primary state run psychiatric facility for both adults and children. Its purpose is to provide quality psychiatric and medical care to patients and residents.

- **Planning and administration of alcohol and drug treatment services**

Administers programs to help consumers conquer addictions to smoking, problem gambling, or substance abuse.

Seniors and People with Disabilities Division

Seniors and People with Disabilities (SPD) is headed by:

Assistant DHS Director: James Toews

Deputy Assistant Director: Cathy Cooper

This group's main program areas are:

Licensing and quality of care

- **Community based care licensing and quality assurance**

Operates abuse-prevention programs, provides training to identify fraud and abuse, and conducts investigations of abuse against seniors and people with disabilities

- **Community based care nursing and health**

Offers training for providers and conducts wellness and prevention programs, and operates the Community Nursing Program, to improve the quality of life for seniors and people with disabilities

- **Nursing facilities licensing and corrective action**
Licenses and monitors long-term care facilities for seniors and people with disabilities. It conducts inspections and develops corrective action plans for facilities that are out of compliance

Planning and program development

- **Advisory group support and community relations**
Works with the Governor's Commission on Senior Services, the Oregon Disabilities Commission and other advocacy groups
- **Developmental disabilities county relations**
Oversees the services for the developmentally disabled that are provided by counties under contracts with DHS
- **Resource development and waiver review**
Serves as the liaison with the federal government on state plans and waivers. It also collects and analyzes data for system improvement

Home and community supports

- **Community and family supports**
Administers programs that provide in-home care for children with developmental disabilities. It leads implementation of the state's response to the Staley court decision, which will improve services to people with developmental disabilities
- **In-Home supports**
Operates programs that help seniors and people with disabilities arrange and pay for in-home and other needed services. It also administers Oregon Project Independence and the Lifespan Respite Program
- **State operated group homes**
Oversees operation of state-run group homes for people with developmental disabilities

Employment and financial benefits

- **Employment services**
Oversees Employment-Initiative projects that provide employment

assistance for people with disabilities, and operates the Senior Employment Program to help low-income seniors find work

- **Financial supports**
Handles the eligibility-determination function for Social Security Disability benefits

II. AFFIRMATIVE ACTION PLAN

A. DHS Affirmative action policy statement

It is the policy of the Department of Human Services (DHS) to provide a workplace for its employees that is free from discrimination on the basis of race, color, sex, marital status, age, religion, ancestry, national origin, sexual orientation, or mental or physical disability.

DHS shall continue to be a leader in the area of affirmative action, and its workforce shall reflect a diverse population. All aspects of employment including recruitment, hiring, benefits, training, promotions, transfers, and discipline shall be made without regard to race, color, religion, ancestry, age, sex, marital status, national origin, sexual orientation, or mental or physical disability.

All levels of management shall actively support our affirmative action recruitment and equal-employment and career-development efforts to ensure equitable representation for all qualified persons, and will provide equal employment and advancement opportunities for all qualified persons.

Our affirmative action efforts must be, and shall be pursued with commitment and good faith to ensure the entry and growth of people of color, women, and people with disabilities into our workforce. The application of this policy is the responsibility of all staff. Each employee is expected to promote a positive, respectful work place. Management will be evaluated for their effectiveness in the area of affirmative action.

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

DHS Office of Contracts and Procurement produces quarterly reports for the Governors Advocate for Minority, Women, and Emerging Small Business in accordance with state policy. These reports support the required format and include data elements requested by the Advocate's Office. This information is available upon request to the

Advocate's Office. The total number of DHS contracts was approximately 5,500 for the report period. The number of certified firms was four. We surmise that many of the firms we contract with could be certified through the Department of Consumer and Business Services application process if they chose to apply. DHS does provide our contractors and vendors with information on how to become registered.

It is DHS' intention to develop performance measures in our strategic plan that include goals and outcomes supporting an increase in the number of contracts awarded to those firms certified through the Department of Consumer and Business Services.

DHS provides notice to certified firms for all competitive solicitations through the Oregon Procurement Information Network (ORPIN).

C. Training, Education and Development Plan and Schedule

1. Staff

DHS Staff development has provided the following summary of the diversity and cultural competency training currently offered by the department. A long time goal in DHS has been to include cultural competency and diversity considerations into our program training. The following list of training opportunities provide information regarding training that DHS staff have participated in since 2005 that includes Diversity topics and training information:

- a. Cultivating a Diverse Workforce – This is a mandatory management training offered 27 times during the 05-07 biennium. Over 500 managers attended during the biennium and this will be an ongoing training during 07-09.
- b. Diversity: Disability Culture and Awareness – 12 sessions and 190 staff attended. This will be an ongoing training in 07-09.
- c. Creating a Legal Work Environment - mandatory for all managers. This ongoing department training is delivered by BOLI trainers and has been provided for 750 managers. The

training is scheduled every other month for groups of 25 managers or more per session.

- d. Cultural Competency – All DHS Staff. We will initiate this mandatory all staff training in early 2007. To date we have presented 3 pilot trainings.
- e. MEPA/IEPA (CW) - Multi Ethnic Placement Act covers the Federal Mandate of not delaying placement for children because of race, ethnicity, religion, etc.; There were 16 sessions with approximately 560 staff; 12 sessions planned for 07-09.
- f. ICWA training- Indian Child Welfare Act conference every year, including 2005, 2006, includes several topics and trainings regarding cultural awareness as it relates to the Tribes.
- g. Cultural considerations in Making CW Placements (CW)- This is a 4 hour module included in CW CORE class for all new hired casework staff and is a mandatory class. Taught in CORE CW class, Freeing and Placing Children. 16 sessions total in 05-07 with approx. 560 staff attending. 18 sessions planned for 07-09.
- h. Americans with Disabilities Act (ADA) - Section. 504 training - Self-Sufficiency, (SS).
- i. Disability Culture and Awareness - Taught to our SS staff. Department-wide, 12 sessions, 190 staff attended. Will continue in 07-09, sessions TBD.
- j. DHS Reception Staff Training (rolled out between 04-05 and had a section on CC/diversity);
- k. Diversity and Cultural Competency (Department-wide -ALL staff - scheduled for implementation in '07);
- l. New Employee Orientation (NEO);
- m. Domestic Violence 101;
- n. Civil Rights (SS Computer Based Training (CBT) covers topics on diversity, ADA requirements, etc); Over 900 staff have attended CBT.
- o. Case Management Curriculum has components of diversity and is strength based approach. 14 sessions in 05-07, over 900 SS staff attended this training in 2006; 8 session planned in 07-09.

- p. Home Visit Training for SS staff- teaches about diversity, cultural sensitivity with re: to visit individual homes, etc.; 10-12 sessions planned for 07-09
- q. SSRA- Self-Sufficiency Risk Assessment training for SS and CW staff w/re: child safety, and also includes cultural sensitivity and diversity components.; 12 sessions in 05-07, 420 attendees; 10 sessions planned for 07-09.
- r. Freeing and Placing - Foundational class to prepare CW caseworkers for permanency and adoption work and there are several modules in this class regarding diversity, cultural sensitivity.
- s. Social Service Assistant Training, 8 sessions in 05-07, approximately 210 attendees; 8 sessions planned in 07-09.
- t. The annual DHS Diversity Conference is all about Diversity and Cultural Competency (CC) - each of the workshops covers a different element of CC. In 2005 and 2006 over 1300 DHS Staff attended. DHS is planning a 2007 conference for approximately 700 staff and;
- u. Child Welfare “Shoulder to Shoulder” offers an assortment of CC workshops including Gender Specific Services.

The Office of Public Health offers diversity training on a variety of topics to Administrators, managers, direct line staff, community advocates, consumers, students and Faculty. The complete list of trainings sessions and attendees are included in Appendix D.

The trainings listed in this section occurred or are occurring in the 05-07 biennium. Divisions plan to continue staff training delivery in 07-09. The training plan for 07-09 are not yet fully developed and will be made available upon request as established and approved.

2. Volunteers

The DHS Volunteer program coordinates approximately 2300 volunteers and unpaid student interns throughout the 2005-2007 biennium. Volunteers and student interns are invited to participate in various DHS staff development training opportunities including all

trainings on cultural competency and diversity as appropriate to their assignment. Currently, training participation in existing cultural competency and diversity training is optional and volunteers choose the training necessary for their assignment. During 2007-2009 the department is initiating cultural competency training for all staff and the volunteer program plans to make the training available to volunteers and student interns. Training is also available for volunteers using video conferencing technology. The volunteer program plans to increase the use of videoconferencing as a means of assuring volunteers have increased access to cultural competency information.

3. Providers and 4. Vendors

CAF, SPD, and Health clusters offer provider training to educate providers on the social service or public health discipline for which they are providing services or benefits. Training includes policy and procedures; service delivery; confidentiality; working with DHS; best practices; legal issues, direct care practices; and other topics.

Providers include county public health, mental health, developmentally delayed (DD) services; alcohol and drug abuse providers; medical providers; foster parents in child welfare; foster care for seniors and people with disabilities; home health providers; child care providers; job services providers; and others. DHS has established a medical career informational website. This site has a target audience of students ages 16 to 24, who are interested in learning about health care careers.

DHS has on average approximately seven thousand contracts with vendors or providers. Current practice is to require each contract to include provisions related to compliance with civil rights laws.

DHS contracts contain the following requirements:

In compliance with the Americans with Disabilities Act, any written material that is generated and provided by Contractor under this Contract to DHS clients, including Medicaid-Eligible Individuals, shall, at the request of such DHS clients, be

reproduced in alternate formats of communication, to include Braille, large print, audiotape, oral presentation, and electronic format. DHS shall not reimburse Contractor for costs incurred in complying with this provision. Contractor shall cause all subcontractors under this Contract to comply with the requirements of this provision.

Contractor shall comply and cause all subcontractors to comply with all federal laws, regulations, and executive orders applicable to the Contract or to the delivery of Work. Without limiting the generality of the foregoing, Contractor expressly agrees to comply and cause all subcontractors to comply with the following laws, regulations and executive orders to the extent they are applicable to the Contract: (a) Title VI and VII of the Civil Rights Act of 1964, (b) Sections 503 and 504 of the Rehabilitation Act of 1973, (c) the Americans with Disabilities Act of 1990, (d) Executive Order 11246, (e) the Health Insurance Portability and Accountability Act of 1996, (f) the Age Discrimination in Employment Act of 1967, as amended, and the Age Discrimination Act of 1975, (g) the Vietnam Era Veterans' Readjustment Assistance Act of 1974, (h) all regulations and administrative rules established pursuant to the foregoing laws, (i) all other applicable requirements of federal civil rights and rehabilitation statutes, rules and regulations, (j) all federal law governing operation of Community Mental Health Programs, including without limitation, all federal laws requiring reporting of Client abuse. These laws, regulations and executive orders are incorporated by reference herein to the extent that they are applicable to the Contract and required by law to be so incorporated. No federal funds may be used to provide Work in violation of 42 USC 14402.

D. Status of Cultural Competency Assessment and Implementation

The Department has conducted formal and informal assessments to determine the level of cultural competency and diversity awareness in the workforce as well as in client service delivery.

These assessments have been ongoing for a number of years and have taken the form of questionnaires, interviews, focus groups, and managerial analysis of practices and policies. In addition the department has analyzed EEO/affirmative action information, training records for all staff, external diversity activities, and community input.

Our findings based on the information analyzed, pointed to a need to have mandatory training for management staff on promoting culturally competent practices in the workplace to include hiring, training, promotion, retention, and creating/sustaining welcoming environments. The training was designed and implemented in 2005 and is now part of the required training curriculum for managers.

The department also saw the need based on the information analyzed to have mandatory training for all staff on the foundations of cultural competency. This training is currently being piloted with plans to implement it in the next eighteen months. A team of internal experts has designed the training after extensive discussions and feedback from key stakeholders in the department. In addition an outside consultant has been retained to refine the curriculum and do additional testing.

Lastly, the third piece of the assessment and training plan includes program specific training to promote culturally competent and diverse services. All divisions of the department have conducted program specific training for staff, partners, and contracted service providers at one time or another in the last two years. The trainings are designed to educate in attaining a higher level of cultural competency resulting in: 1) working more effectively with each other to improve customer service, and 2) providing, in a cultural competent and respectful manner, services that are fully accessible to all clients, customers, and the communities we serve. We have provided a list of those trainings in a previous section of this plan.

During the 07-09 biennium, DHS plans to conduct a targeted assessment of specific areas we seek improvement. We intend to conduct this assessment using the services from the state Cultural Competency Assessment and Implementation Services Agreement coordinated through the Governor's Affirmative Action Office.

DHS will assess:

- 1) Affirmative Action Hiring Practices for employees at SR24+ for employees and applicants who are people of color.
- 2) Affirmative Action Hiring Practices for employees at all salary levels for people with disabilities.

III. ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

A. Responsibilities under the Affirmative Action Plan

Responsibilities of the Director and Deputy Directors include:

- Ensure and articulate a positive climate throughout the Department concerning the goals of the Affirmative Action Plan, EEO, and diversity programs;
- Ensure that assistant directors and the DHS Management team understand their work performance is being evaluated on the basis of their Affirmative Action Plan efforts and results, in conjunction with other managerial responsibilities;
- Providing resources and support strategies to ensure program success;
- Meet at least annually or as needed with the DHS Human Resources Assistant Administrator to review equal employment opportunity, affirmative action and diversity development progress and problems.
- Ensuring that DHS Division Administrators:
 - Receive training in Affirmative Action Plan concepts;
 - Apply such philosophy in their day-to-day work; and that management effectiveness in taking affirmative action is included in annual performance appraisals, in compliance with ORS 659.025(1) *“To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager’s or supervisor’s effectiveness in achieving affirmative action*

objectives as a key consideration of the manager's or supervisor's performance."

- Publicize Affirmative Action Plan activities to both employees and the general public.

Responsibilities of managers and supervisors include:

- Promote and foster a positive non-discriminating climate and a work environment where all employees are valued and respected;
- Ensure all subordinate managers/supervisors are aware of the Affirmative Action Plan of the Department and their role in supporting the plan and achieving goals;
- Ensure all subordinate managers/supervisors are evaluated on their effectiveness in implementing the Affirmative Action Plan and their role in participating and promoting the plan and achieving goals;
- Periodically review training programs, hiring patterns and promotion patterns to remove impediments to the attainment of goals and objectives;
- Regularly discuss the affirmative action policy with their work teams to be certain policies are active and operational;
- Conduct periodic reviews by staff authorized to act in order to ensure:
 - Affirmative Action Plan, EEO and ADA information is properly displayed;
 - All facilities for the use and benefit of employees and clients continue to be desegregated both in policy and use;
 - All facilities for the use and benefit of employees and clients are in fact accessible both in policy and use;
 - Women, people of color, persons with disabilities and older employees are afforded a full opportunity and are encouraged to participate in education, training, recreational, and social activities sponsored by the agency.
- Educate staff about the need for, and accommodate requests for

alternate formats made by applicants, employees, and clients;

- Become thoroughly familiar with the Affirmative Action Plan; keep all team members informed of progress under the plan; and exert special effort to further the cluster's goals;
- Participate in, and ensure that team supervisors receive training in Affirmative Action Plan concepts, apply such philosophy in their day-to-day work, and publicize Affirmative Action Plan activities to both employees and the general public;
- Identify problem areas in practices and procedures, and work to find solutions to those problems.

Responsibilities of the Affirmative Action Officer:

- Monitor recruitment and hiring procedures and practices for compliance with the Affirmative Action Plan;
- Ensure compliance with reasonable accommodation requests;
- Ensure all facilities are accessible to persons with disabilities;
- Educate staff and assist in accommodating requests for alternate formats made by applicants, employees, or clients;
- Receive, coordinate and/or investigate discrimination complaints filed either internally or externally and make recommendations for appropriate action;
- Become thoroughly familiar with the Affirmative Action Plan; keep all team members informed of progress under the plan;
- Identify problem areas in practices and procedures, and work to find solutions to those problems.

IV. 2005-2007

Accomplishments, 2005-07 Biennium

The department continues to work to create a diverse and multi-cultural organization, and will continue to build a more culturally competent workforce, create culturally appropriate and effective programs and service delivery systems, develop diversity-centered quality improvement strategies and create welcoming environments for our diverse client base and staff. The DHS Affirmative Action Plan is a key component of the department's ongoing diversity development efforts. It is written to measure the effectiveness the DHS Diversity Strategic Plan (Appendix C).

DHS has made substantial progress in recognizing that diversity goes beyond gender, racial or ethnic differences. Diversity is allowing for different viewpoints and perceptions, different ways of thinking and processing information, different methods of interaction and different ways of approaching problem solving.

We are committed to continuing our leadership role in Oregon state government in the recruitment, hiring and retention of a diverse workforce. In our department, as of September 30, 2006, women represented 73.5% of our workforce; people of color represented 16.7%; and people with disabilities represented 5.2% of the over-all workforce. Women represented 67.8 percent of all employees at salary range 24 and above. This compares to 44.5 percent for the rest of state government; People of color represented 12.6 percent of all DHS employees at salary range 24 and above, compared to 9.7 percent for the rest of state government. People with Disabilities represented 3.7 percent of all DHS employees at salary range 24 and above, compared to 2.7 percent for the rest of state government. The state totals reported also include DHS.

The DHS client population is becoming more culturally diverse. This trend toward a multi-cultural client population will continue as immigration from around the globe continues. DHS believes that a

diverse, culturally competent workforce is needed to provide effective human services to the people of Oregon. Although we are proud of our past accomplishments in affirmative action and diversity development, we understand that we must work continually to improve our goals and outcomes. During the 2005-2007 biennium we have worked to increase our progress towards our long-term goals and to meet specific needs that have arisen during this reporting period.

A. 2005-2007 DHS Affirmative Action Accomplishments

During the 2005-2007 Biennium the department has accomplished the following:

Employee/Applicant Related:

- Increased bilingual-employee population by 198 since November 2002 due to an aggressive recruitment and hiring effort;
- Increased total department-wide representation of People of Color (POC) by 68 employees since the start of the 2005-2007 biennium. This increase includes 9 upper and middle managers;
- Conducted a voluntary self-identification survey to update EEO records that resulted in a more accurate representation of DHS workforce for POC and people with disabilities (PWD). This increase will be reflected in the 4th quarter 2006 EEO-4 report. The survey is scheduled to occur at least once each biennium;
- Leading state employer of women in all EEO job categories;
- Have implemented inclusion of cultural competency in our management performance appraisal;
- Created a job rotation in the Recruitment and Retention Unit to target increasing our applicant pool for qualified bilingual job applicants, and;
- Created a Recruitment/Relations Diversity position in Multnomah, Washington and Clackamas Counties to focus on retention, recruitment, Human Resources, and diversity initiatives.

- Created a position at the Oregon State Hospital to coordinate Hospital diversity efforts.

Client Related:

- Adopted new rules, policy and procedures for assuring access to DHS programs, services and activities for people with disabilities (see Appendix A; complete list of policies and procedures located at: http://vrdweb.hr.state.or.us/policy/admin/exec/010_005.htm) and;
- Adopted Standards and Guidelines for Cultural Competency and Gender Specific Services Policy and used these to guide development of DHS strategic plans within divisions and districts.

Diversity Development Related:

- Updated and received DHS Cabinet approval for the DHS Diversity Strategic Plan and its Initiatives, as developed by the DHS Diversity Development Coordinating Council (DDCC) and;
- Through DHS Cabinet sponsorship and involvement we have taken steps to institutionalize the DDCC as part of the organization culture. There is direct communication from the DHS Cabinet to the DDCC. The DDCC has met with Cabinet or the Director at least quarterly during the 2005-2007 biennium and a Cabinet member attends Council meetings on a regular basis;
- Increased administration and management communication of cultural competency efforts and expectations through regular articles in the DHS Director's weekly message and the "Getting Results" newsletter;
- Sponsored a diversity book club to assist with current awareness and to develop recommended reading list for other areas to use, and;
- Marketed our diversity programs through regular DHS communications along with an active effort to make our publications accessible to people with disabilities and including diversity in our publications portraying a diverse workforce and customers.

Training Related:

- Initiated mandatory diversity and cultural-competency training sessions for managers and supervisors as part of our department-wide management training program for 2005-2007;

- Since February 2005, approximately 900 managers received mandatory diversity and cultural competency training during the 2005-2007 biennium and ongoing management training will be available and mandatory for all new managers;
- Designed and piloted a cultural competency training for all DHS staff that is to be rolled out in 2007 and delivered during the 2007-09 biennium;
- Delivered civil rights training developed by the Bureau of Labor and Industries (BOLI) and DHS Staff Development for managers. Over 100 staff have attended in the 05-07 biennium to date;
- With the Department of Transportation, sponsored the annual Diversity Conference, and continued support for diversity-awareness efforts in local communities throughout the state; over 1300 DHS employees attended the 2005 and 2006 conferences;
- Increased diversity awareness with numerous department sponsored events celebrating diverse cultures in the state, such as events commemorating Dr. Martin Luther King, African American History Month, Disability Employment Awareness Month, Hispanic Heritage and Native American Awareness month and;
- Included diversity and cultural competency in our workforce development initiatives in all management core competency trainings.

B. Progress Made or Lost Since Previous Biennium

All areas of the department have engaged in numerous and varied initiatives in support of its affirmative action goals during the 2005-2007 biennium. This section outlines the 2005-2007 goals of those initiatives and describes some of the steps that have been taken to achieve our goals.

1. Improve our efforts to increase the number of women, people of color and people with disabilities in our applicant pool.

- The department has created partnerships with organizations throughout the state, such as Portland State University, People with Disabilities Advisory Committee, Hispanic Network, and the Black

Networking Association, that can serve to increase our access to "protected-class" populations - women, people of color, and people with disabilities. Individual managers also develop liaisons with local, community-based organizations to assist in this area.

- The department has increased its participation in job fairs, internships and recruitment, and has provided leadership in establishing new programs designed to increase representation of protected-class populations, such as the "Hiring Individuals Ready for Employment" program for people with disabilities. DHS participates in a Department of Administrative Services workgroup to work on improving the effectiveness of the system.
- Essentials of Human Resource Training includes guidance for managers to assure a more inclusive recruitment process with a focus on diversity
- The Human Resource Recruitment and Retention Unit has developed and is implementing a strategic approach to increasing the department's pool of bilingual applicants. This involves an increased focus on future short- and long-term recruitment strategies that develop and use an active network of resources. The network consists of state and local community groups and higher-education placement services. During 2005-2007, DHS increased our total bilingual staff by 30 employees who were hired to help us meet the needs of our clients. Currently 8.6% (778) of our staff receive bi-lingual differential.

2. Increase our hiring, retention and utilization of protected-class employees by addressing work environment issues through training and organizational development efforts.

DHS has continued our focus concerning our recruitment and retention efforts and hired a manager to lead these efforts, which include:

Providing leadership in developing new retention strategies such as an employee mentorship program and evaluating work environment issues through the use of exit interviews in collaboration with other agencies;

- working to provide an environment in which staff will appreciate and validate differences in themselves and others;

- providing opportunities for DHS employees to receive information, training, and work experiences that increase their ability to work effectively with people of diverse cultural and ethnic backgrounds;
- providing support to DHS management staff as it addresses the supervisory, quality-improvement, productivity, teamwork, career-development, performance-evaluation and workplace-environment issues associated with staff diversity;
- providing developmental job assignments and encouraging promotions from within to support career advancement for our diverse workforce.

3. Increase focus on cultural competency

The department Diversity Manager position reports to the Recruitment and Retention Manager in the Office of Human Resources. The manager is charged with increasing the DHS focus on diversity and cultural competency. The manager also coordinates and reviews department efforts to provide culturally competent services to the clients. Where disparities are identified, the Diversity Manager acts as a resource to facilitate change.

The Diversity Manager is responsible for establishing a diversity-management structure that will create and deliver diversity-development systems, tools and services that lead and support organizational and workforce development to achieve department goals.

During the 2005-07 biennium, the department continued a priority cultural-competency training program for approximately 900 managers, supervisors and lead workers through the current biennium. Training has occurred at the District level and in all divisions.

4. Diversity Development Coordinating Council

The department has established a Diversity Development Coordinating Council (DDCC) that advises and makes recommendations to the department director and Cabinet regarding the impact of policies, practices and programs on both our diverse client-service delivery and workforce development. The DDCC has primary responsibility to develop a diversity department-wide strategic plan and advises and

provides feedback to divisions on strategic plans developed at the division or district level.

The diversity development manager works closely with the council in coordinating the diversity committee structure throughout the department.

The council includes DHS employees from all levels of the organization and representatives from our employee groups that serve as resources on diversity issues. The council also invites participation from state and local community partners. The council develops the strategic plan for DHS and recommends initiatives to the Cabinet and diversity manager. (See Appendix C). The DDCC meets regularly with the diversity manager and the Cabinet to monitor progress and report outcomes.

5. Increase collaboration with other state agencies and community-based organizations.

The department has increased its collaboration with other state agencies and various community-based organizations representing protected-class constituencies.

As the department moves forward in our diversity development efforts, inclusion of community partners as stakeholders is seen as a critical need.

Division plans include strategies to identify and include partners at the county, inter-agency and community groups in developing and implementing our diversity initiatives and for developing and evaluation of the effectiveness of our programs to assure we are truly serving the needs of each local community.

6. Expand the scope of diversity development activities.

The department has conducted many diversity-development activities and training sessions to increase awareness and cultural competency among administrators, managers, and line staff. As part of this effort, DHS has:

- sponsored diversity awareness events locally throughout the state;
- reinstated and sponsored the annual department-wide conference focused on client- and workplace-diversity issues for 2005; 2005 and

2006 conferences provided the opportunity for over 1300 employees to receive a full day of training on a variety of issues related to cultural competency.

- throughout the biennium, local districts have established diversity and bilingual committees that educate staff and assist in local recruitment efforts.
- Provided cultural-competency training, to several areas of the department including reception staff, and health programs.
- Planned, developed and began implementation of a department-wide, mandatory, cultural-competency training program for managers and supervisors.
- Offered disability-awareness training, such as Diversity and Disability training to 190 staff during the 2005-07 biennium. and ongoing and Americans with Disabilities Act (ADA) trainings, through partnerships with the Region X Disability Business and Technical Assistance Center.

7. Strengthening communication

The department has increased its commitment to communicate the importance of diversity development within the department and in external communications by:

- Increasing the number of articles in DHS newsletters and other publications reflecting the diversity of our workforce and the clients we serve;
- Using our "Director's Weekly Message" (which is sent to all employees and thousands of community partners) to communicate a commitment to diversity issues;
- Developed a marketing plan for the diversity program in DHS.
- Increased resources available on the DHS Diversity website; www.dhs.state.or.us/aboutdhs/diversity/
- Placing disability accommodation statements on DHS documents.

Statistics

The chart on the following two pages summarize a comparison of the makeup of the DHS workforce at the beginning of the 2005 biennium to the most current available department totals (09/30/06). The comparison

includes parity figures - A condition achieved in an organization when the protected class composition of its work force is equal to that in the relevant available labor force. Parity figures are established by the Governor's Affirmative Action Office by EEO-4 Job category. (See Appendix C). The department parity goals outlined in the following table are listed by EEO-4 job sub-category.

**Department of Human Services
Workforce Representation Report
Affirmative Action Analysis as of June 30, 2005**

EEO Categories	Total Employees	Women (W)				People of Color (POC)				Over/Under Goal		
		Actual FTE*	Group %*	Parity FTE*	Parity %*	Actual FTE*	Group %*	Parity FTE*	Parity %*	Womer	POC	PWD
A01 Middle Management	641	417	65.1%	275.6	43.0%	75	11.7%	87.1	13.6%	141.4	-12.1	-7.4
A02 Upper Management	203	108	53.2%	74.2	36.6%	18	8.9%	24.7	12.2%	33.8	-6.7	-4.1
B01 Engineer/Architect	11	2	18.2%	1.3	12.3%	0	0.0%	1.3	12.3%	0.7	-1.3	0.4
B02 Communication/Editor	0	0		0.0	41.7%	0		0	9.0%	0.0	0.0	0.0
B03 Teacher/Education	31	26	83.9%	18.4	59.4%	4	12.9%	2.9	9.6%	7.6	1.1	-1.8
B04 Nurse/Health	357	263	73.7%	251.3	70.4%	26	7.3%	40.3	11.3%	11.7	-14.3	-18.4
B05 Physician/Dentist/Veterinarian	67	28	41.8%	22.3	33.4%	6	9.0%	7.6	11.4%	5.7	-1.6	0.0
B06 Food Service Manager	13	11	84.6%	6.8	52.9%	1	7.7%	0.7	6.1%	4.2	0.3	-0.7
B07 Purchasing Agent/Analyst	27	9	33.3%	11.6	43.2%	0	0.0%	1.4	5.3%	-2.6	-1.4	0.4
B08 Natural Resource	61	28	45.9%	15.3	25.1%	7	11.5%	4.3	7.2%	12.7	2.7	-2.6
B09 Social Science/Planner/Reseacher	151	81	53.6%	65.9	43.7%	16	10.6%	15.1	10.0%	15.1	0.9	-1.0
B10 Personnel/Employment	82	61	74.4%	47.2	57.6%	13	15.9%	9.5	11.6%	13.8	3.5	4.1
B11 Inspector/Compliance/Investigator	88	56	63.6%	42.3	48.1%	16	18.2%	9.4	10.7%	13.7	6.6	5.8
B12 Computer Analyst	288	104	36.1%	93.3	32.4%	31	10.8%	37.4	13.0%	10.7	-6.4	0.8
B13 Attorney/Hearings Officer	4	4	100.0%	1.2	30.6%	0	0.0%	0.3	7.9%	2.8	-0.3	-0.2
B14 Librarian/Archival Specialist	1	1	100.0%	0.7	70.4%	0	0.0%	0.1	10.0%	0.3	-0.1	0.0
B15 Accounting/Finance/Revenue	114	67	58.8%	60.4	53.0%	13	11.4%	14.8	13.0%	6.6	-1.8	-0.8
B16 Program Coordinator/Analyst	483	368	76.2%	198.5	41.1%	60	12.4%	45.8	9.5%	169.5	14.2	1.1
B17 Social Services	2145	1,689	78.7%	1,287.0	60.0%	359	16.7%	336.7	15.7%	402.0	22.3	-18.7
C01 Health	51	35	68.6%	38.5	75.5%	7	13.7%	7	13.8%	-3.5	0.0	3.0
C04 Computer	45	23	51.1%	16.2	36.0%	2	4.4%	5.7	12.7%	6.8	-3.7	3.3
C05 Audiovisual	3	3	100.0%	1.2	40.6%			0.2		1.8		
C06 Revenue Agent/Examiner	14	13	92.9%	9.5	68.1%	2	14.3%	1	7.6%	3.5	1.0	0.2
E01 Nonsupervisory	2376	1,729	72.8%	1,380.4	58.1%	523	22.0%	232.8	9.8%	348.6	290.2	-25.5
E02 Supervisory	33	10	30.3%	19.1	58.0%	3	9.1%	2.4	7.5%	-9.1	0.6	-1.9
F00 Administrative Support	1503	1,362	90.6%	1,056.6	70.3%	238	15.8%	145.7	9.7%	305.4	92.3	58.9
G03 Trades/Maintenance Repair	16	0	0.0%	2.1	13.4%	2	12.5%	1.4	9.1%	-2.1	0.6	-0.9
G05 Mechanical/Boiler Operator	14	0	0.0%	1.7	12.5%	0	0.0%	1	7.5%	-1.7	-1.0	-0.8
G06 Trades	15	0	0.0%	1.7	11.5%	2	13.3%	1	7.1%	-1.7	1.0	0.1
G08 Skilled Crafts (SR18+)	10	3	30.0%	1.6	16.1%	0	0.0%	0.6	6.7%	1.4	-0.6	0.4
H00 Service Maintenance Worker	152	77	50.7%	57.4	37.8%	20	13.2%	17.6	11.6%	19.6	2.4	-2.1
Total DHS	8999	6,578		5,059		1444		1056		1518.7	388.4	-8.4

PWD Totals	
Total	%
530	5.9

Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency

*May be duplication in counts of individuals within the W, POC and PWD categories

Data Source: DAS HRMD IRD: Affirmative Action Progress Report AAPRGRS02 A - 6/30/05

DHS Affirmative Action Plan submitted to the Governor's Affirmative Action Office on 1/12/2007

**Department of Human Services
Workforce Representation Report
Affirmative Action Analysis as of September 30, 2006**

EEO Categories	Total Employees	Women (W)				People of Color (POC)				Over/Under Goal		
		Actual FTE*	Group %*	Parity FTE*	Parity %*	Actual FTE*	Group %*	Parity FTE*	Parity %*	Womer	POC	PWD
A01 Middle Management	623	422	67.7%	267.8	43.0%	81	13.0%	84.7	13.6%	154.2	-3.7	-11.3
A02 Upper Management	198	105	53.0%	72.4	36.6%	21	10.6%	24.1	12.2%	32.6	-3.1	-5.8
B01 Engineer/Architect	10	2	20.0%	1.2	12.3%	0	0.0%	1.2	12.3%	0.8	-1.2	0.4
B02 Communication/Editor	8	6	75.0%	3.3	41.7%	1	12.5%	0.7	9.0%	2.7	0.3	-0.4
B03 Teacher/Education	34	27	79.4%	20.1	59.4%	3	8.8%	3.2	9.6%	6.9	-0.2	-2.0
B04 Nurse/Health	348	252	72.4%	244.9	70.4%	26	7.5%	39.3	11.3%	7.1	-13.3	-18.8
B05 Physician/Dentist/Veterinarian	69	27	39.1%	23.0	33.4%	7	10.1%	7.8	11.4%	4.0	-0.8	-0.1
B06 Food Service Manager	12	10	83.3%	6.3	52.9%	1	8.3%	0.7	6.1%	3.7	0.3	-0.7
B07 Purchasing Agent/Analyst	35	15	42.9%	15.1	43.2%	1	2.9%	1.8	5.3%	-0.1	-0.8	0.9
B08 Natural Resource	63	31	49.2%	15.8	25.1%	8	12.7%	4.5	7.2%	15.2	3.5	-2.7
B09 Social Science/Planner/Reseacher	161	87	54.0%	70.3	43.7%	16	9.9%	16.1	10.0%	16.7	-0.1	-2.6
B10 Personnel/Employment	81	54	66.7%	46.6	57.6%	14	17.3%	9.3	11.6%	7.4	4.7	2.2
B11 Inspector/Compliance/Investigator	114	75	65.8%	54.8	48.1%	20	17.5%	12.1	10.7%	20.2	7.9	6.2
B12 Computer Analyst	259	93	35.9%	83.9	32.4%	36	13.9%	33.6	13.0%	9.1	2.4	0.5
B13 Attorney/Hearings Officer	4	4	100.0%	1.2	30.6%	0	0.0%	0.3	7.9%	2.8	-0.3	-0.2
B14 Librarian/Archival Specialist	1	1	100.0%	0.7	70.4%	0	0.0%	0.1	10.0%	0.3	-0.1	0.0
B15 Accounting/Finance/Revenue	131	83	63.4%	69.4	53.0%	19	14.5%	17	13.0%	13.6	2.0	-2.8
B16 Program Coordinator/Analyst	557	416	74.7%	228.9	41.1%	63	11.3%	52.9	9.5%	187.1	10.1	-1.4
B17 Social Services	1994	1,561	78.3%	1,196.4	60.0%	337	16.9%	313	15.7%	364.6	24.0	-34.6
C01 Health	44	33	75.0%	33.2	75.5%	7	15.9%	6	13.8%	-0.2	1.0	2.4
C04 Computer	40	25	62.5%	14.4	36.0%	2	5.0%	5	12.7%	10.6	-3.0	3.6
C05 Audio-Visual	8	8	100.0%	3.2	40.6%	0	0.0%	0.7	9.2%	4.8	-0.7	-0.4
C06 Revenue Agent/Examiner	16	16	100.0%	10.8	68.1%	3	18.8%	1.2	7.6%	5.2	1.8	-0.9
E01 Nonsupervisory	2491	1,845	74.1%	1,447.2	58.1%	576	23.1%	244.1	9.8%	397.8	331.9	-36.4
E02 Supervisory	29	8	27.6%	16.8	58.0%	4	13.8%	2.1	7.5%	-8.8	1.9	-1.7
F00 Administrative Support	1519	1,376	90.6%	1,067.8	70.3%	243	16.0%	147.3	9.7%	308.2	95.7	38.9
G03 Trades/Maintenance Repair	6	0	0.0%	0.8	13.4%	0	0.0%	0.5	9.1%	-0.8	-0.5	-0.3
G05 Mechanical/Boiler Operator	11	0	0.0%	1.3	12.5%	1	9.1%	0.8	7.5%	-1.3	0.2	-0.6
G06 Trades	18	0	0.0%	2.0	11.5%	1	5.6%	1.2	7.1%	-2.0	-0.2	0.0
G08 Skilled Crafts (SR18+)	9	2	22.2%	1.4	16.1%	0	0.0%	0.6	6.7%	0.6	-0.6	1.5
H00 Service Maintenance Worker	171	74	43.3%	64.6	37.8%	21	12.3%	19.8	11.6%	9.4	1.2	-4.2
Total DHS	9064	6,658		5,086		1512		1052		1572.4	460.3	-71.3

PWD Totals	
Total	%
471	5.2

Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency
 *May be duplication in counts of individuals within the W, POC and PWD categories
 Data Source: DAS HRMD IRD: Affirmative Action Progress Report AAPRGRS02 A - 9/30/06

Analysis

During the past biennium, DHS maintained its significantly high representation of **women** at all levels of our organization. We have exceeded parity for all of our EEO job categories for this class of employee except Skilled Craft jobs.

We have achieved parity for **people of color** in the professional, paraprofessional and administrative support jobs. The department made positive progress toward parity in the Official and Administrators, Upper Management category, moving from 8.9% to 10.6%. Middle Management representation moved from 11.7% to 13% during this biennium. Reaching parity in this category remains a long-term goal that is yet to be achieved. We remain under parity in the professional Nurse/Health subcategory but did make progress during 2005-2007.

People with disabilities have achieved parity in technician and administrative support job categories. In all other job categories DHS has not achieved parity, but has made progress. The Department conducted a voluntary self-identification in September 2006, the results of which are not reflected in the September 06 quarterly report. We expect the survey will provide a more accurate picture of the employees in DHS who self-identify as being people with disabilities. Because measures of the workforce representation of people with disabilities rely on voluntary self-identification, the actual number of DHS employees with disabilities is unknown. DHS believes that fostering an accessible, welcoming environment for all employees will increase the likelihood of employees to voluntarily self-identify in future surveys that are now planned to occur each even numbered year of the biennium. We will outline other strategies in the goals section of our plan.

The 2005-07 Affirmative Action Plan will continue to focus on remedying the under-representation of people of color and people with disabilities in the upper- and middle- management and professional categories, and people with disabilities in the paraprofessional category. We will also focus on building upon the significant gains we accomplished during the 2005-2007 biennium. Many in DHS have advocated for setting hiring goals to reflect the demographics of the communities we serve instead of basing our goals on the local labor market availability or parity. This is an

exemplary goal and represents the long-term direction of the department in regards to taking affirmative action. For 2007-2009 we still have areas we have not yet achieved parity. We will support those areas of the department who are looking at going beyond parity, but will focus renewed effort toward achieving department-wide parity.

Corrective Action Strategies

A. Upper and Middle management:

This category should increase by 7 people of color.

We need to increase representation of people with disabilities by 17 to reach parity.

Strategies

- Actively recruit and provide developmental opportunities for current employees who are interested in moving into management or supervisory positions.
- OHR Recruitment Unit meets with district and central office management to plan strategically for applicant outreach on an ongoing basis.
- Provide opportunities for existing employees to be more comfortable about voluntary self-identification of disability status, including offering disability-awareness training.
- Track reasonable accommodation requests and provide training to staff on the reasonable accommodation process
- Increase efforts to assure that our applicant pool and hiring panels are racially and ethnically diverse and include people with disabilities.
- Provide ongoing mentoring and sponsorship programs; monitor and evaluate outcomes for effectiveness to assure such programs are fully inclusive for all employees seeking career development.
- Continue with Human Resource training for managers to address recruitment responsibilities and strategies to insure consistency and fairness.

B. Professional:

This category should increase by 61 people with disabilities. Most of these underrepresented groups are in the health or nursing job

classifications found primarily in the Addiction and Mental Health Services and Seniors and People with Disabilities divisions and social service positions located throughout the department.

DHS has achieved parity for people of color in the professional category overall. However, within the Nurse/Health subcategory, people of color are underrepresented by 13.

Strategies:

- Encourage further educational opportunities for current employees who are interested in moving into professional job classifications.
- Provide opportunities for existing employees to be more comfortable about self-disclosure of disability status, including offering disability awareness training.
- Use direct recruitment at health profession conferences and job fairs to assure that applicant pool and hiring panels are racially and ethnically diverse.
- DHS program staff, DAS and the Office of Human Resources to explore applying life and work experience equivalencies to meet the academic requirements of specific classifications.
- Review position descriptions to assure people with disabilities are not being screened out of the recruitment process.
- Continue with human resource training for managers to address recruitment responsibilities and strategies to ensure consistency and fairness.
- Office of Human Resources, working with the Diversity Council and various diversity committees, to develop and maintain current resource material to assist managers recruit a diverse workforce.

C. Technicians:

This category should increase by four people of color.

Strategies:

- Increase efforts to assure that applicant pool and hiring panels are racially and ethnically diverse.
- Monitor these job categories for hiring opportunities.

D. PROTECTIVE SERVICE WORKERS – There are no DHS job classifications in this category.

E. Para-professionals:

This category should increase representation of people with disabilities by 36. Women are underrepresented in the supervisory sub-category by 8.

Strategies:

- Provide opportunities for existing employees to be more comfortable about self-disclosure of their disability status, including offering disability awareness training.
- Increase efforts to assure that applicant pool and hiring panels are diverse.
- Work with the Office of Vocational Rehabilitation Services to make more efficient use of the Hire Individuals Ready for Employment (HIRE) system to recruit people with disabilities.
- Provide disability-awareness training targeted to those areas of the department that reflect low representation of people with disabilities
- Develop on the job training and developmental opportunities and make an outreach effort to include individuals with disabilities

F. Administrative Support

DHS has achieved and maintained parity in this category for women, people of color and people with disabilities.

G. Skilled craft:

This category should increase by four women, and four people with disabilities.

Strategies:

- Provide diversity and EEO training to raise awareness of issues.
- Plan for specific, targeted recruitment for new hire opportunities as they occur.
- Improve monitoring process for job categories that have large percentage of women that can change when one or two people leave the workforce.

H. Service maintenance:

This category should increase by two people with disabilities

Strategies:

- Provide disability-awareness training.
- Plan for specific, targeted recruitment for new hire opportunities as they occur.
- Provide opportunities for existing employees to be more comfortable about self-disclosure of their disability status.

V. 2007-2009

A. 2007-2009 Goals

During the 2007-2009 biennium, DHS expects to:

- 1) Maintain hiring gains for women, people of color and people with disabilities. This will be an ongoing effort constantly monitored by Human Resources and Management throughout the biennium, but no less than quarterly.
- 2) Meet parity in all EEO job categories and subcategories. Management from across the department will work with Recruitment to target job openings in those categories where DHS has not met parity. This effort will continue until parity is achieved.
- 3) Work on improving affirmative action monitoring tools and assure management workforce data access to the hiring supervisor level. We expect to reach this goal by June 2008.
- 4) Use the department and locally developed diversity strategic plan to develop tools to aid in recruitment and retention. This effort will continue throughout the biennium.
- 5) Establish and maintain a more welcoming environment for applicants and employees with disabilities by conducting accessibility reviews of DHS occupied facilities and setting a timeline for removing barriers identified. Review to be completed by January 2009.
- 6) Increase use of technology and evaluation techniques for improving recruitment and retention outcomes such as the use of project management techniques and information transfer of data to management. This work will continue through the State-wide Recruitment Improvement Program by June 2008.

- 7) Rebuild the department-wide network of diversity committees assisting and assuring that the cultural competency needs of the department are being identified and addressed by March 2008.

In addition to the goals listed above, we believe the 2005-2007 goals represent ongoing efforts that we will continue during 2007-2009. We believe the goals listed below have assisted us in making progress in affirmative action during a period in our organizations history where many changes were occurring. We are in the process of changing the culture in DHS. Any DHS manager or staff in any part of the state serves diverse communities. Our ongoing work, constant system improvement represents the way to institutionalize both the value and the need for a diverse workforce. These ongoing goals are:

- A. Improve our efforts to increase the number of women, people of color and people with disabilities in our applicant pool.
- B. Increase our hiring, retention and utilization of protected-class employees by addressing work environment issues through training and organizational development efforts.
- C. Increase focus on cultural competency
- D. Diversity Development Coordinating Council
- E. Increase collaboration with other state agencies and community-based organizations.
- F. Expand the scope of diversity development activities.
- G. Strengthening communication

B. Strategies and Timelines for Implementation

To support our diversity development initiatives, the department will be guided by its Affirmative Action Plan in recruiting, hiring, retaining, and promoting a workforce that adapts to reflect the communities we serve as a long term goal.

This plan establishes quantitative and qualitative goals for the department. It also delineates methods for accomplishing objectives and identifies individual accountability, for carrying out the plan.

The DHS Affirmative Action Plan development was coordinated across the entire department, with each division establishing work environment goals and objectives through the Diversity Development Strategic Plan (see Appendix C). The goals were developed at the management level with input and consultation from work teams, individual managers and management groups, line staff and diversity committees.

As part of the Affirmative Action Plan, each division will continue working on the diversity initiatives as outlined in the DHS Diversity Plan. Divisions will be expected to place particular emphasis on their workforce areas identified as underrepresented in the quarterly Affirmative Action Management Reports. The results of our efforts will be placed in the summary of the department's overall goals and strategies, and will be updated in the quarterly Progress Reports. Highlights of this plan will be posted on the DHS Human Resource Web page, with contact information inviting public comment.

Strategies in the plan

In addition to the ongoing efforts described earlier, other initiatives will be undertaken to help DHS achieve its goals. These include:

Recruitment and Selection:

- Continue active recruitment of women, people of color and people with disabilities, especially in those job categories where the department is under-represented, in order to increase the applicant pool.
- Increase representation through the hiring process of: 1) people with disabilities in the upper and middle management, professional and paraprofessional job categories; and 2) people of color in the upper and middle management job groups and at the professional level, particularly in the nurse/health classifications.
- Although we have achieved parity for women in our major job

categories, DHS will focus on maintaining results and enhancing career development for this segment of our workforce.

- Continue recruitment efforts in local recruitment areas to have our workforce reflect the changing population being served by hiring staff who can communicate with non-English-speaking clients without needing a third-party translator.
- Work with the Office of Vocational Rehabilitation Services in identifying barriers in application processes for persons with disabilities and to improve reasonable accommodation outcomes for applicants and employees with disabilities.
- Conduct ongoing reviews of DHS practices to ensure accessibility and career-development opportunities for persons with disabilities.
- Provide opportunities for employees of diverse cultures to participate in the hiring process by working with management in developing interview questions and participating in hiring panels; include hiring panel diversity in evaluation of recruitment practices.
- Encourage participation of protected-class employees and community groups on hiring panels; provide training in the selection process.
- Continue the hiring-panel certification process, which endorses and teaches the need for diverse representation on panels and in the workplace.
- Address the under-utilization of persons with disabilities by partnering with disability groups such as the People with Disabilities Advisory Committee and the local Disability Advisory Committees, to establish recruitment possibilities using resources and contacts available from the disability community.
- Identify local staff who with Recruitment Unit staff, visit schools with student populations with significant representation of people of color, or people with disabilities, to market the department's work as a possible career choice.
- Collaborate with the Department of Administrative Services Recruitment and Career Services to maximize return on investment for the department's recruitment advertisements using the state-wide brokerage system.
- Examine hiring practices and promotional opportunities in order to remove barriers to full utilization of women, people of color, and

- persons with disabilities.
- Complement direct, face-to-face recruitment outreach with e-mail, the Internet and other high tech methods.
 - Develop a checklist of recruitment strategies and review quarterly or every six months throughout the biennium.

Career Development:

- Encourage DHS employees to apply for promotional opportunities by continuing to provide job rotations, developmental positions, and career-development opportunities.
- Offer staff opportunities to attend upward developmental-training courses.
- Continue to provide career counseling to all DHS employees.
- Encourage employees to participate in different types of mentorship programs to develop skills which will help them in future leadership roles.
- Participate in and lead the “Promise Internship” program by working with Oregon institutions of higher learning to provide public-service experience to students of color

Training:

- Inform new employees of policies regarding diversity, the Affirmative Action Plan, EEO, and ADA, by presenting the information in employee handbooks and verbal review during orientations.
- Continue mandatory cultural-competency training. “Cultivating a Diverse Workforce” designed for DHS managers and supervisors during the 2007-09 biennium.
- Initiate new mandatory cultural competency training for all staff starting in early 2007.
- Continue to encourage staff to participate in activities and events that will help them to better understand each other and the clients we serve.
- Disseminate information on, and facilitate attendance at Affirmative Action Plan/EEO and diversity training opportunities.

- Provide leadership in seeking out and obtaining presentations dealing with diversity, and inviting attendance by all interested DHS staff.
- Establish and maintain a system of training record-keeping and review, to assist in the fulfillment of these responsibilities.

Diversity Development and Awareness

- Support the DHS Diversity Development Coordinating Council (DDCC), as well as encourage and enable membership in the Hispanic Network, the Asian Network, and the Oregon Black Networking Association.
- Encourage employees to participate in events such as the annual Blacks in Government Conference, Multi-Cultural Health Conference, and the DHS Diversity Conference.
- Support the DDCC to expand its involvement in the development of training, and upward-mobility opportunities, such as mentoring programs.
- Encourage the DDCC to become an active participant in reviewing relevant policies to ensure policies encompass diversity.
- Assist in the recruitment and retention of a workforce which reflects the department's client population. (To assist in this effort, the Council will advise DHS on the development of a diversity committee structure at all levels of the organization to assure that issues and potential barriers are identified and corrected in a timely manner.)
- Continue to educate our employees in the areas of diversity, affirmative action, EEO, and ADA issues and develop an evaluation process to assure the effectiveness of the program.
- Implement and publicize mechanisms that are put in place to protect the confidentiality of those with self-disclosed disabilities.
- Review all agency training courses, and ensure they include appropriate diversity issues as part of their training materials.
- Require plans that ensure that all local DHS programs reflect the diversity of the community using the DHS Standards and Guidelines for Cultural Competency and Gender Specific Services (Appendix C).

In the area of collaboration with community partners

- Develop diversity initiatives to increase the development and use of collaborative standards for culturally competent and inclusive service delivery.
- Monitor collaborative work relationships with community partners to assure that our stakeholders are representing the diverse needs of DHS clients.

In the area of communication

- Ensure there is consistent communication from the Director and Deputy Director of the importance of diversity and cultural competency as they relate to the mission of the department. Increase communication from Assistant Directors, Deputy Assistant Directors and management team to DHS staff.
- Create opportunities for staff at all levels of the department to participate and contribute to communicating and modeling culturally sensitive behavior to clients and co-workers.

VI. APPENDIX A

DHS policies are posted on our website and can be accessed at:

<http://www.dhs.state.or.us/policy/admin/hrlist.htm>

The DHS policy and procedures prohibiting Non-discrimination against individuals with disabilities is posted on the DHS Website and can be found at:

http://www.dhs.state.or.us/policy/admin/exec/010_005.htm

DHS policies related to Gender-specific services are posted on our Website:

<http://www.dhs.state.or.us/policy/admin/execlist.htm>

The DHS Harassment-Free Workplace Policy can be found on our Website:

http://www.dhs.state.or.us/policy/admin/hr/060_013.htm

Reasonable Accommodation Policy Statement from the DHS Employee Handbook: Reasonable accommodation is a modification to a job, the work environment, application process or the ways things are usually done that enables a qualified person with a disability to enjoy equal employment opportunity.

Employees with disabilities are protected from discrimination in the workplace. Nondiscrimination may include (but not always) providing reasonable accommodation to allow an individual to perform the essential functions of the job.

Employees who believe they may need an accommodation to do their job effectively must request help in seeking an effective accommodation from their supervisor. You need to contact your Human Resource Generalist if you would like additional information. Upon completion, the Reasonable Accommodation Policy* and procedures will be available at:

www.dhs.state.or.us/policy/admin/hr/060_034.htm

*Policy is currently being revised and will be posted on the above listed website before the start of the 2007 biennium.

VII. APPENDIX B

A. Age Discrimination

[The Age Discrimination in Employment Act of 1967 \(ADEA\)](#) protects individuals who are 40 years of age or older from employment discrimination based on age. The ADEA's protections apply to both employees and job applicants. Under the ADEA, it is unlawful to discriminate against a person because of his/her age with respect to any term, condition, or privilege of employment, including hiring, firing, promotion, layoff, compensation, benefits, job assignments, and training.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on age or for filing an age discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADEA.

The ADEA applies to employers with 20 or more employees, including state and local governments. It also applies to employment agencies and labor organizations, as well as to the federal government. ADEA protections include:

- **[Apprenticeship Programs](#)**

It is generally unlawful for apprenticeship programs, including joint labor-management apprenticeship programs, to discriminate on the basis of an individual's age. Age limitations in apprenticeship programs are valid only if they fall within certain specific exceptions under the ADEA or if the EEOC grants a specific exemption.

- **Job Notices and Advertisements**

The ADEA generally makes it unlawful to include age preferences, limitations, or specifications in job notices or advertisements. A job notice or advertisement may specify an age limit only in the rare circumstances where age is shown to be a "bona fide occupational qualification" (BFOQ) reasonably necessary to the normal operation of the business.

- **Pre-Employment Inquiries**

The ADEA does not specifically prohibit an employer from asking an applicant's age or date of birth. However, because such inquiries may deter older workers from applying for employment or may otherwise indicate possible intent to discriminate based on age, requests for age information will be closely scrutinized to make sure that the inquiry was made for a lawful purpose, rather than for a purpose prohibited by the ADEA.

- **Benefits**

The Older Workers Benefit Protection Act of 1990 (OWBPA) amended the ADEA to specifically prohibit employers from denying benefits to older employees. Congress recognized that the cost of providing certain benefits to older workers is greater than the cost of providing those same benefits to younger workers, and that those greater costs would create a disincentive to hire older workers. Therefore, in limited circumstances, an employer may be permitted to reduce benefits based on age, as long as the cost of providing the reduced benefits to older workers is the same as the cost of providing benefits to younger workers.

- **Waivers of ADEA Rights**

An employer may ask an employee to waive his/her rights or claims under the ADEA either in the settlement of an ADEA administrative or court claim or in connection with an exit incentive program or other employment termination program. However, the ADEA, as amended by OWBPA, sets out specific minimum standards that must be met in order for a waiver to be considered knowing and voluntary and, therefore, valid. Among other requirements, a valid ADEA waiver must:

1. be in writing and be understandable;
2. specifically refer to ADEA rights or claims;
3. not waive rights or claims that may arise in the future;
4. be in exchange for valuable consideration;
5. advise the individual in writing to consult an attorney before signing the waiver; and
6. provide the individual at least 21 days to consider the agreement and at least seven days to revoke the agreement after signing it.

If an employer requests an ADEA waiver in connection with an exit incentive program or other employment termination program, the minimum requirements for a valid waiver are more extensive.

Statistics

In Fiscal Year 2005, EEOC received 16,585 charges of age discrimination. EEOC resolved 14,076 age discrimination charges in FY 2005 and recovered \$77.7 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

[Charge Statistics: Age Discrimination](#)

B. Disability Discrimination

Title I of the [Americans with Disabilities Act of 1990](#) prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations. The ADA's nondiscrimination standards also apply to federal sector employees under section 501 of the Rehabilitation Act, as amended, and its implementing rules.

An individual with a disability is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- Has a record of such an impairment; or
- Is regarded as having such an impairment.

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential

functions of the job in question. Reasonable accommodation may include, but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.
- Job restructuring, modifying work schedules, reassignment to a vacant position;
- Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

An employer is not required to lower quality or production standards to make an accommodation; nor is an employer obligated to provide personal use items such as glasses or hearing aids.

Title I of the ADA also covers:

- **Medical Examinations and Inquiries**
Employers may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in similar jobs. Medical examinations of employees must be job related and consistent with the employer's business needs.
- **Drug and Alcohol Abuse**
Employees and applicants currently engaging in the illegal use of drugs are not covered by the ADA when an employer acts on the basis of such use. Tests for illegal drugs are not subject to the ADA's restrictions on medical examinations. Employers may hold illegal drug users and alcoholics to the same performance standards as other employees.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on disability or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADA.

Statistics

In Fiscal Year 2005, EEOC received 14,893 charges of disability discrimination. EEOC resolved 15,357 disability discrimination charges in FY 2005 and recovered \$44.8 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

[Americans With Disabilities Act Charges](#)

C. Equal Pay and Compensation Discrimination

The right of employees to be free from discrimination in their compensation is protected under several federal laws, including the following enforced by the U.S. Equal Employment Opportunity Commission (EEOC): the [Equal Pay Act of 1963](#), [Title VII of the Civil Rights Act of 1964](#), the [Age Discrimination in Employment Act of 1967](#), and [Title I of the Americans with Disabilities Act of 1990](#).

The Equal Pay Act requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. It is job content, not job titles, that determines whether jobs are substantially equal. Specifically, the EPA provides:

Employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort and responsibility, and that are performed under similar working conditions within the same establishment. Each of these factors is summarized below:

- **Skill** - Measured by factors such as the experience, ability, education, and training required to perform the job. The key issue is what skills are required for the job, not what skills the individual employees may have. For example, two bookkeeping jobs could be considered equal

under the EPA even if one of the job holders has a master's degree in physics, since that degree would not be required for the job.

- **Effort** - The amount of physical or mental exertion needed to perform the job. For example, suppose that men and women work side by side on a line assembling machine parts. The person at the end of the line must also lift the assembled product as he or she completes the work and place it on a board. That job requires more effort than the other assembly line jobs if the extra effort of lifting the assembled product off the line is substantial and is a regular part of the job. As a result, it would not be a violation to pay that person more, regardless of whether the job is held by a man or a woman.
- **Responsibility** - The degree of accountability required in performing the job. For example, a salesperson who is delegated the duty of determining whether to accept customers' personal checks has more responsibility than other salespeople. On the other hand, a minor difference in responsibility, such as turning out the lights at the end of the day, would not justify a pay differential.
- **Working Conditions** - This encompasses two factors: (1) physical surroundings like temperature, fumes, and ventilation; and (2) hazards.
- **Establishment** - The prohibition against compensation discrimination under the EPA applies only to jobs within an establishment. An establishment is a distinct physical place of business rather than an entire business or enterprise consisting of several places of business. However, in some circumstances, physically separate places of business should be treated as one establishment. For example, if a central administrative unit hires employees, sets their compensation, and assigns them to work locations, the separate work sites can be considered part of one establishment.

Pay differentials are permitted when they are based on seniority, merit, quantity or quality of production, or a factor other than sex. These are known as "affirmative defenses" and it is the employer's burden to prove that they apply.

In correcting a pay differential, no employee's pay may be reduced. Instead, the pay of the lower paid employee(s) must be increased.

Title VII, ADEA, and ADA

Title VII, the ADEA, and the ADA prohibit compensation discrimination on the basis of race, color, religion, sex, national origin, age, or disability.

Unlike the EPA, there is no requirement under Title VII, the ADEA, or the ADA that the claimant's job be substantially equal to that of a higher paid person outside the claimant's protected class, nor do these statutes require the claimant to work in the same establishment as a comparator.

Compensation discrimination under Title VII, the ADEA, or the ADA can occur in a variety of forms. For example:

- An employer pays an employee with a disability less than similarly situated employees without disabilities and the employer's explanation (if any) does not satisfactorily account for the differential.
- A discriminatory compensation system has been discontinued but still has lingering discriminatory effects on present salaries. For example, if an employer has a compensation policy or practice that pays Hispanics lower salaries than other employees, the employer must not only adopt a new non-discriminatory compensation policy, it also must affirmatively eradicate salary disparities that began prior to the adoption of the new policy and make the victims whole.
- An employer sets the compensation for jobs predominately held by, for example, women or African-Americans below that suggested by the employer's job evaluation study, while the pay for jobs predominately held by men or whites is consistent with the level suggested by the job evaluation study.
- An employer maintains a neutral compensation policy or practice that has an adverse impact on employees in a protected class and cannot be justified as job-related and consistent with business necessity. For example, if an employer provides extra compensation to employees who are the "head of household," i.e., married with dependents and the primary financial contributor to the household, the practice may have an unlawful disparate impact on women.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on compensation or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII, ADEA, ADA or the Equal Pay Act.

Statistics

In Fiscal Year 2005, EEOC received 970 charges of compensation discrimination. EEOC resolved 889 compensation discrimination charges in FY 2005 and recovered \$3.1 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

[Charge Statistics: Equal Pay Act](#)

Other Resources

Here are some links to other sources of information about compensation discrimination. Please be aware that, consistent with the EEOC's general [disclaimer](#) statement, the EEOC does not control or guarantee the accuracy or completeness of this outside information, and references to the sites below are not intended to reflect their importance or an endorsement of any views expressed or products or services offered.

Department of Labor's Office of Federal Contract Compliance Programs

- [Equal Pay and the Department of Labor](#)
- [Best Compensation Practices](#)
- [Analyzing Compensation Data: A Guide to Three Approaches](#)

Department of Labor's Women's Bureau

- [Ten Steps to An Equal Pay Self-Audit for Employers](#)
- [Working Women's Equal Pay Checklist](#)
- [Women's Bureau Fair Pay Clearinghouse](#)

- [Department of Labor's Wage and Hour Division](#)
- [Employment Litigation Section of the Civil Rights Division of the Department of Justice](#)

D. National Origin Discrimination

Whether an employee or job applicant's ancestry is Mexican, Ukrainian, Filipino, Arab, American Indian, or any other nationality, he or she is entitled to the same employment opportunities as anyone else. EEOC enforces the federal prohibition against national origin discrimination in employment under Title VII of the Civil Rights Act of 1964, which covers employers with fifteen (15) or more employees.

"With American society growing increasingly diverse, protection against national origin discrimination is vital to the right of workers to compete for jobs on a level playing field," said EEOC Chair Cari M. Dominguez, [announcing the issuance of recent guidance](#) on national origin discrimination. "Immigrants have long been an asset to the American workforce. This is more true than ever in today's increasingly global economy. Recent world events, including the events of September 11, 2001, only add to the need for employers to be vigilant in ensuring a workplace free from discrimination."

About National Origin Discrimination

National origin discrimination means treating someone less favorably because he or she comes from a particular place, because of his or her ethnicity or accent, or because it is believed that he or she has a particular ethnic background. National origin discrimination also means treating someone less favorably at work because of marriage or other association with someone of a particular nationality. Examples of violations covered under Title VII include:

- [Employment Decisions](#)
Title VII prohibits any employment decision, including recruitment, hiring, and firing or layoffs, based on national origin.

- [Harassment](#)
Title VII prohibits offensive conduct, such as ethnic slurs, that creates a hostile work environment based on national origin. Employers are required to take appropriate steps to prevent and correct unlawful harassment. Likewise, employees are responsible for reporting harassment at an early stage to prevent its escalation.
- [Language](#)
 - [Accent discrimination](#)
An employer may not base a decision on an employee's foreign accent unless the accent materially interferes with job performance.
 - [English fluency](#)
A fluency requirement is only permissible if required for the effective performance of the position for which it is imposed.
 - [English-only rules](#)
English-only rules must be adopted for nondiscriminatory reasons. An English-only rule may be used if it is needed to promote the safe or efficient operation of the employer's business.

[Coverage of foreign nationals](#)

Title VII and the other antidiscrimination laws prohibit discrimination against individuals employed in the United States, regardless of citizenship. However, relief may be limited if an individual does not have work authorization.

Statistics

In Fiscal Year 2005, EEOC received 8,035 charges of national origin discrimination. Including charges from previous years, 8,319 charges were resolved, and monetary benefits for charging parties totaled \$19.4 million (not including monetary benefits obtained through litigation).

E. Pregnancy Discrimination

The Pregnancy Discrimination Act is an amendment to [Title VII of the Civil Rights Act of 1964](#). Discrimination on the basis of pregnancy, childbirth, or

related medical conditions constitutes unlawful sex discrimination under Title VII, which covers employers with 15 or more employees, including state and local governments. Title VII also applies to employment agencies and to labor organizations, as well as to the federal government. Women who are pregnant or affected by related conditions must be treated in the same manner as other applicants or employees with similar abilities or limitations.

Title VII's pregnancy-related protections include:

- **Hiring**
An employer cannot refuse to hire a pregnant woman because of her pregnancy, because of a pregnancy-related condition or because of the prejudices of co-workers, clients, or customers.
- **Pregnancy and Maternity Leave**
An employer may not single out pregnancy-related conditions for special procedures to determine an employee's ability to work. However, if an employer requires its employees to submit a doctor's statement concerning their inability to work before granting leave or paying sick benefits, the employer may require employees affected by pregnancy-related conditions to submit such statements.

If an employee is temporarily unable to perform her job due to pregnancy, the employer must treat her the same as any other temporarily disabled employee. For example, if the employer allows temporarily disabled employees to modify tasks, perform alternative assignments or take disability leave or leave without pay, the employer also must allow an employee who is temporarily disabled due to pregnancy to do the same.

Pregnant employees must be permitted to work as long as they are able to perform their jobs. If an employee has been absent from work as a result of a pregnancy-related condition and recovers, her employer may not require her to remain on leave until the baby's birth. An employer also may not have a rule that prohibits an employee from returning to work for a predetermined length of time after childbirth.

Employers must hold open a job for a pregnancy-related absence the same length of time jobs are held open for employees on sick or disability leave.

- **Health Insurance**

Any health insurance provided by an employer must cover expenses for pregnancy-related conditions on the same basis as costs for other medical conditions. Health insurance for expenses arising from abortion is not required, except where the life of the mother is endangered.

Pregnancy-related expenses should be reimbursed exactly as those incurred for other medical conditions, whether payment is on a fixed basis or a percentage of reasonable-and-customary-charge basis.

The amounts payable by the insurance provider can be limited only to the same extent as amounts payable for other conditions. No additional, increased, or larger deductible can be imposed.

Employers must provide the same level of health benefits for spouses of male employees as they do for spouses of female employees.

- **Fringe Benefits**

Pregnancy-related benefits cannot be limited to married employees. In an all-female workforce or job classification, benefits must be provided for pregnancy-related conditions if benefits are provided for other medical conditions.

If an employer provides any benefits to workers on leave, the employer must provide the same benefits for those on leave for pregnancy-related conditions.

Employees with pregnancy-related disabilities must be treated the same as other temporarily disabled employees for accrual and crediting of seniority, vacation calculation, pay increases, and temporary disability benefits.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on pregnancy or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Statistics

In Fiscal Year 2005, EEOC received 4,449 charges of pregnancy-based discrimination. EEOC resolved 4,321 pregnancy discrimination charges in FY 2005 and recovered \$11.6 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

F. Race/Color Discrimination

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the bases of race and color, as well as national origin, sex, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Equal employment opportunity cannot be denied any person because of his/her racial group or perceived racial group, his/her race-linked characteristics (e.g., hair texture, color, facial features), or because of his/her marriage to or association with someone of a particular race or color. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups. Title VII's prohibitions apply regardless of whether the discrimination is directed at Whites, Blacks, Asians, Latinos, Arabs, Native Americans, Native Hawaiians and Pacific Islanders, multi-racial individuals, or persons of any other race, color, or ethnicity.

It is unlawful to discriminate against any individual in regard to recruiting, hiring and promotion, transfer, work assignments, performance measurements, the work environment, job training, discipline and discharge, wages and benefits, or any other term, condition, or privilege of employment. Title VII prohibits not only intentional discrimination, but also neutral job policies that disproportionately affect persons of a certain race or color and that are not related to the job and the needs of the business. Employers should adopt "best practices" to reduce the likelihood of discrimination and to address impediments to equal employment opportunity.

Title VII's protections include:

- **Recruiting, Hiring, and Advancement**

Job requirements must be uniformly and consistently applied to persons of all races and colors. Even if a job requirement is applied consistently, if it is not important for job performance or business needs, the requirement may be found unlawful if it excludes persons of a certain racial group or color significantly more than others. Examples of potentially unlawful practices include: (1) soliciting applications only from sources in which all or most potential workers are of the same race or color; (2) requiring applicants to have a certain educational background that is not important for job performance or business needs; (3) testing applicants for knowledge, skills or abilities that are not important for job performance or business needs.

Employers may legitimately need information about their employees or applicants race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use separate forms or otherwise keep the information about an applicant's race separate from the application. In that way, the employer can capture the information it needs but ensure that it is not used in the selection decision.

Unless the information is for such a legitimate purpose, pre-employment questions about race can suggest that race will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular racial groups are excluded from employment, the inquiries can constitute evidence of discrimination.

- **Harassment/Hostile Work Environment**

Title VII prohibits offensive conduct, such as racial or ethnic slurs, racial "jokes," derogatory comments, or other verbal or physical conduct based on an individual's race/color. The conduct has to be unwelcome and offensive, and has to be severe or pervasive. Employers are required to take appropriate steps to prevent and correct unlawful harassment. Likewise, employees are responsible for reporting harassment at an early stage to prevent its escalation.

- **Compensation and Other Employment Terms, Conditions, and Privileges**

Title VII prohibits discrimination in compensation and other terms, conditions, and privileges of employment. Thus, race or color discrimination may not be the basis for differences in pay or benefits, work assignments, performance evaluations, training, discipline or discharge, or any other area of employment.

- **Segregation and Classification of Employees**

Title VII is violated where employees who belong to a protected group are segregated by physically isolating them from other employees or from customer contact. In addition, employers may not assign employees according to race or color. For example, Title VII prohibits assigning primarily African-Americans to predominantly African-American establishments or geographic areas. It is also illegal to exclude members of one group from particular positions or to group or categorize employees or jobs so that certain jobs are generally held by members of a certain protected group. Coding applications/resumes to designate an applicant's race, by either an employer or employment agency, constitutes evidence of discrimination where people of a certain race or color are excluded from employment or from certain positions.

- **Retaliation**

Employees have a right to be free from retaliation for their opposition to discrimination or their participation in an EEOC proceeding by filing a charge, testifying, assisting, or otherwise participating in an agency proceeding.

Statistics

In fiscal year 2005, EEOC received 26,740 charges of race discrimination. EEOC resolved 27,411 race charges in FY 2005, and recovered \$76.5 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

G. Religious Discrimination

[Title VII of the Civil Rights Act of 1964](#) prohibits employers from discriminating against individuals because of their religion in hiring, firing, and other terms and conditions of employment. Title VII covers employers

with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Under Title VII:

- Employers may not treat employees or applicants more or less favorably because of their religious beliefs or practices - except to the extent a religious accommodation is warranted. For example, an employer may not refuse to hire individuals of a certain religion, may not impose stricter promotion requirements for persons of a certain religion, and may not impose more or different work requirements on an employee because of that employee's religious beliefs or practices.
- Employees cannot be forced to participate -- or not participate -- in a religious activity as a condition of employment.
- Employers must reasonably accommodate employees' sincerely held religious practices unless doing so would impose an undue hardship on the employer. A reasonable religious accommodation is any adjustment to the work environment that will allow the employee to practice his religion. An employer might accommodate an employee's religious beliefs or practices by allowing: flexible scheduling, voluntary substitutions or swaps, job reassignments and lateral transfers, modification of grooming requirements and other workplace practices, policies and/or procedures.
- An employer is not required to accommodate an employee's religious beliefs and practices if doing so would impose an undue hardship on the employers' legitimate business interests. An employer can show undue hardship if accommodating an employee's religious practices requires more than ordinary administrative costs, diminishes efficiency in other jobs, infringes on other employees' job rights or benefits, impairs workplace safety, causes co-workers to carry the accommodated employee's share of potentially hazardous or burdensome work, or if the proposed accommodation conflicts with another law or regulation.
- Employers must permit employees to engage in religious expression, unless the religious expression would impose an undue hardship on the employer. Generally, an employer may not place more restrictions

on religious expression than on other forms of expression that have a comparable effect on workplace efficiency.

- Employers must take steps to prevent religious harassment of their employees. An employer can reduce the chance that employees will engage unlawful religious harassment by implementing an anti-harassment policy and having an effective procedure for reporting, investigating and correcting harassing conduct.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on religion or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Statistics

In Fiscal Year 2005, EEOC received 2,340 charges of religious discrimination. EEOC resolved 2,352 religious discrimination charges and recovered \$6.1 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

H. Retaliation

An employer may not fire, demote, harass or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The same laws that prohibit discrimination based on race, color, sex, religion, national origin, age, and disability, as well as wage differences between men and women performing substantially equal work, also prohibit retaliation against individuals who oppose unlawful discrimination or participate in an employment discrimination proceeding.

In addition to the protections against retaliation that are included in all of the laws enforced by EEOC, the Americans with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or interference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA.

There are three main terms that are used to describe retaliation. Retaliation occurs when an employer, employment agency, or labor organization takes

an **adverse action** against a **covered individual** because he or she engaged in a **protected activity**. These three terms are described below.

Adverse Action

An adverse action is an action taken to try to keep someone from opposing a discriminatory practice, or from participating in an employment discrimination proceeding. Examples of adverse actions include:

- employment actions such as termination, refusal to hire, and denial of promotion,
- other actions affecting employment such as threats, unjustified negative evaluations, unjustified negative references, or increased surveillance, and
- any other action such as an assault or unfounded civil or criminal charges that are likely to deter reasonable people from pursuing their rights.

Adverse actions do not include petty slights and annoyances, such as stray negative comments in an otherwise positive or neutral evaluation, "snubbing" a colleague, or negative comments that are justified by an employee's poor work performance or history.

- Even if the prior protected activity alleged wrongdoing by a different employer, retaliatory adverse actions are unlawful. For example, it is unlawful for a worker's current employer to retaliate against him for pursuing an EEO charge against a former employer.
- Of course, employees are not excused from continuing to perform their jobs or follow their company's legitimate workplace rules just because they have filed a complaint with the EEOC or opposed discrimination.
- For more information about adverse actions, see [EEOC's Compliance Manual Section 8, Chapter II, Part D.](#)

Covered Individuals

Covered individuals are people who have opposed unlawful practices, participated in proceedings, or requested accommodations related to

employment discrimination based on race, color, sex, religion, national origin, age, or disability. Individuals who have a close association with someone who has engaged in such protected activity also are covered individuals. For example, it is illegal to terminate an employee because his spouse participated in employment discrimination litigation.

Individuals who have brought attention to violations of law other than employment discrimination are NOT covered individuals for purposes of anti-discrimination retaliation laws. For example, "whistleblowers" who raise ethical, financial, or other concerns unrelated to employment discrimination are not protected by the EEOC enforced laws.

Protected Activity

Protected activity includes:

- **Opposition to a practice believed to be unlawful discrimination**
Opposition is informing an employer that you believe that he/she is engaging in prohibited discrimination. Opposition is protected from retaliation as long as it is based on a reasonable, good-faith belief that the complained of practice violates anti-discrimination law; and the manner of the opposition is reasonable.

Examples of protected opposition include:

Complaining to anyone about alleged discrimination against oneself or others;

Threatening to file a charge of discrimination;

Picketing in opposition to discrimination; or

Refusing to obey an order reasonably believed to be discriminatory.

Examples of activities that are NOT protected opposition include:

Actions that interfere with job performance so as to render the employee ineffective; or

Unlawful activities such as acts or threats of violence.

- **Participation in an employment discrimination proceeding.**
Participation means taking part in an employment discrimination proceeding. Participation is protected activity even if the proceeding involved claims that ultimately were found to be invalid. Examples of participation include:
 - Filing a charge of employment discrimination;
 - Cooperating with an internal investigation of alleged discriminatory practices; or
 - Serving as a witness in an EEO investigation or litigation.

A protected activity can also include requesting a reasonable accommodation based on religion or disability.

For more information about Protected Activities, see EEOC's Compliance Manual, Section 8, [Chapter II, Part B - Opposition](#) and [Part C - Participation](#).

Statistics

In Fiscal Year 2004, EEOC received 22,740 charges of retaliation discrimination based on all statutes enforced by EEOC. The EEOC resolved 24,751 retaliation charges in 2004, more than were filed during the course of the Fiscal Year, and recovered more than \$90 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

I. Sex-Based Discrimination

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of sex as well as race, color, national origin, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

It is unlawful to discriminate against any employee or applicant for employment because of his/her sex in regard to hiring, termination, promotion, compensation, job training, or any other term, condition, or privilege of employment. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals on the basis of sex. Title VII prohibits both intentional discrimination and neutral job policies that disproportionately exclude individuals on the basis of sex and that are not job related.

Title VII's prohibitions against sex-based discrimination also cover:

Sexual Harassment

This includes practices ranging from direct requests for sexual favors to workplace conditions that create a hostile environment for persons of either gender, including same sex harassment.

Pregnancy Based Discrimination

Title VII was amended by the Pregnancy Discrimination Act, which prohibits discrimination on the basis of pregnancy, childbirth and related medical conditions.

The Equal Pay Act of 1963 requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. Title VII also prohibits compensation discrimination on the basis of sex. Unlike the Equal Pay Act, however, Title VII does not require that the claimant's job be substantially equal to that of a higher paid person of the opposite sex or require the claimant to work in the same establishment.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Statistics

In Fiscal Year 2005, EEOC received 23,094 charges of sex-based discrimination. EEOC resolved 23,743 sex discrimination charges in FY 2005 and recovered \$91.3 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

J. Sexual Harassment

Sexual harassment is a form of sex discrimination that violates [Title VII of the Civil Rights Act of 1964](#). Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury to or discharge of the victim.
- The harasser's conduct must be unwelcome.

It is helpful for the victim to inform the harasser directly that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.

When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by providing sexual harassment training to their employees and by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Statistics

In Fiscal Year 2005, EEOC received 12,679 charges of sexual harassment. 14.3% of those charges were filed by males. EEOC resolved 12,859 sexual harassment charges in FY 2004 and recovered \$47.9 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

[Charge Statistics: Sexual Harassment](#)

[Trends in Harassment Charges Filed With The EEOC During the 1980s and 1990s](#)

VIII. APPENDIX C



A. 2006-2007 DHS Diversity Strategic Plan

Vision

- DHS welcomes and actively values the diversity of staff, customers and partners.
- DHS provides culturally and linguistically competent services to all internal and external customers.
- DHS creates and sustains welcoming environments that are inclusive of and respectful of staff, customers, and partners.

Outcomes

1. A diverse and culturally competent workforce (at higher than labor market parity standards and reflective of our client populations).
2. Culturally competent and accessible services that enable us to better understand and respond to our clients' needs.
3. A system of accountability for achieving a broad vision of diversity and cultural competency.

Strategies

1. **Enhance diversity** through recruitment and selection

- 1.1 Provide recruitment, interviewing, and hiring tools/resources/guidelines for managers

Responsible Parties: OHR and hiring managers

Activity: Develop culturally competent tools and guidelines for the recruitment, interviewing, and hiring of a diverse workforce.

Activity: Make recruitment and selection guidebook accessible on the DHS Web site and intranet.

Performance Indicator: Management surveys indicate that 90% of hiring managers are using hiring tools and find them useful to achieve their diversity recruitment/hiring efforts.

- 1.2 Perform recruitment outreach from HR and local offices or units to meet workforce diversity needs as well as client/customer service demographic needs

Responsible Parties: OHR and hiring managers

Activity: Conduct recruitment outreach efforts to increase quality and number of people of color and people with disabilities on applicant pools.

Activity: Increase number of qualified bilingual applicants by conducting specialized recruitment in targeted diverse areas.

Activity: Increase the number of applicants with disabilities via the HIRE program

Performance Indicator: Analysis of Recruitment Reports indicates a 15% increase in each category of the number of bilingual applicants, people and color, and people with disabilities from 2006 to 2007.

Performance Indicator: Yearly managers' surveys indicate 90% satisfaction with the diversity of applicants on hiring pools. Sub analysis comparing different hiring classes indicates diverse availability.

Performance Indicator: The number of applicants with disabilities (via the HIRE Program and other resources) has increased by 15% from 2006 to 2007.

2. **Retain** workforce diversity by instituting welcoming environment practices, and by providing support systems and opportunities for professional growth and career advancement

- 2.1 Design and implement a mentorship program

Responsible Party: OHR

Activity: A mentorship program is designed for all staff and it includes DHS diversity participation goals.

Performance Indicator: Participation in the mentorship program reflects the diversity in DHS

Performance Indicator: 100% of participants, mentors and mentees, rate program valuable and effective

- 2.2 Commit DHS Cabinet to increasing staff diversity in upper salary ranges (24+)

Responsible Party: Cabinet

Activity: Cabinet members individually formulate a plan to achieve increased representation for their cluster. Cabinet members report on progress made every six months.

Performance Indicator: Analysis of affirmative action numbers from 2005 to 2007 indicate an increase of 22 people of color (12.8%) and 19 people with disabilities (4.6%), in salary ranges 24 and above. *[Note: In March 2005 DHS had 452 people of color (12.3%) and 165 people with disabilities (4.5%) at SR+24 and above.]*

- 2.3 Institute “welcoming environment” practices throughout the department.

Responsible Parties: DHS Managers

Activity: “Welcoming environment” practices are included in department cluster plans in order to promote workforce inclusion and provide culturally competent services. Training is conducted to discuss ways of applying practices.

Performance Indicator: 90% of welcoming environment staff and client surveys indicate an accessible, open and culturally inclusive work and/or service environment.

- 2.4 Perform exit interviews of all staff that capture employee perceptions of inclusion, respect and welcoming environment practices.

Responsible Party: OHR

Activity: Formalize exit interview process of departing employees that captures perceptions of inclusion, respect, and welcoming environment practices.

Performance Indicator: Use 2006 exit interview pilot process to develop baseline measures and establish criteria for formalizing exit interview process in 2007.

- 2.5 Provide professional development opportunities to assist in upward mobility

Responsible Parties: DHS Managers

Activity: Increase number of opportunities, HR and management support, and employee access for professional development (developmentals, rotations, training, out of class, etc.).

Performance Indicator: Retention rate reports indicate a 15% increase from 2006 to 2007 in the number of people of color and people with disabilities retained.

3. Reduce employment barriers for people with disabilities

- 3.1 Implement reasonable accommodation policy for DHS employees.

Responsible Party: OHR

Activity: Policy created and communicated to management and staff by June 30, 2006. Training on policy scheduled for October 2006.

Performance Indicator: Implement a tracking system for reasonable accommodations in 2006 to be used to increase retention of people with disabilities.

3.2 Provide Accessibility and Accommodation Guidebook to management and staff

Responsible Party: OHR

Activity: Complete Accessibility and Accommodation Guidebook and make it available to all staff.

Performance Indicator: Use of guidebook and resulting knowledge and awareness leads to increased retention goal of 15% for people with disabilities in 2007.

4. Provide services that are more culturally competent

4.1 Design and provide foundational Cultural Competency training for all staff

Responsible Party: OHR

Activity: Design and pilot Cultural Competency training for all staff

Activity: Begin training staff by December 2006

Activity: Include relevant diversity materials in new employee packets and orientation training

Performance Indicator: Training of all staff will start by December 2006 and is scheduled to continue for all of 2007.

Performance Indicator: One year after training, 90% of surveys indicate staff is applying information learned on the job.

Performance Indicator: 90% of client satisfaction surveys indicate that services provided are delivered in a culturally competent and respectful manner.

4.2 Continue to provide management trainings titled *Cultivating a Diverse Workforce* and *Creating a Positive Work Environment*

Responsible Party: OHR

Activity: Train new managers within first year of hire

Performance Indicator: 90% of new managers receive training within first year of hire.

Performance Indicator: 90% of manager surveys indicate retention of diversity information and application of same to workplace.

Performance Indicator: 90% of client satisfaction surveys indicate that services provided are delivered in a culturally competent and respectful manner.

4.3 Improve access to, awareness of, and contents of the DHS Diversity Web site

Responsible Parties: OHR and Office of Public Affairs

Activity: Create easily accessible diversity information on DHS website.

Activity: Develop list of training resources addressing specific populations served and diversity related articles

Activity: Market DHS Diversity Web site as an information/learning tool

Performance Indicator: Revamped easily accessible diversity information is available on DHS website by December 2006.

Performance Indicator: 90% of staff surveys indicate that diversity information on the website is relevant to their jobs.

4.4 Improve compliance with federal requirements for Limited English Proficiency (LEP) services

Responsible Party: OHR and Cluster Administrators

Activity: Develop and implement work plans for providing Limited English Proficiency (LEP) services

Performance Indicator: Review of plans meets Governor's expectations for LEP Services

- 4.5 Improve compliance with DHS policy for non-discrimination on the basis of disability for programs, services and activities regarding alternate format and language assistance services.

Responsible Parties: DHS Managers

Activity: Monitor compliance by contacting the Governor's Advocacy Office regarding number of complaints received and their resolution

Performance Indicator: Establish baseline to be used to compare resolution of valid complaints received from year to year.

Performance Indicator: 2007 analysis of compliance reports indicates a 15% decrease in the number of valid complaints received from previous year.

- 4.6 Provide DHS employees with additional opportunities to improve culturally competent services and workplace practices

Responsible Parties: OHR, DDCC and DHS Managers

Activity: Plan and implement an annual diversity conference with targeted diversity offerings connected to DHS goals and outcomes

Performance Indicator: Attendance of 750 DHS employees representing all clusters of DHS

Performance Indicator: 90% of conference evaluations received indicate above average or better ratings

- 4.7 Review and implement an annual Diversity Marketing Plan

Responsible Party: DDCC and Administrative Services

Activity: Review and update Diversity Marketing plan annually in December

Performance Indicator: 90% of yearly surveys indicate increased awareness of diversity strategies and department commitment to culturally competent practices.

- 4.8 Collaborate with community partners to promote cultural competency in statewide client service delivery and resource development

Responsible Parties: DHS Managers

Activity: Increase partnerships with local programs and specific diverse communities to promote cultural competency in service delivery.

Activity: Collect information on type and number of collaborative diversity events/activities between community partners and DHS

Performance Indicator: By 2006, establish a baseline for purposes of analyzing yearly progress.

Performance Indicator: 90% of reports indicate numbers successful collaborations continue to increase from year to year.

5. Create an infrastructure for performance accountability

- 5.1 Incorporate diversity expectations and duties in management position descriptions. Review diversity performance in annual management evaluations

Responsible Parties: DHS Managers

Activity: Track percentage of updated management position descriptions reflecting diversity expectations.

Activity: Track number of annual management evaluations that include diversity and cultural competency indicators.

Performance Indicator: DAS/HRMD audits of management position descriptions and management evaluations indicate 100% compliance with these requirements.

5.2 Conduct voluntary self-identification surveys to update Equal Employment Opportunity (EEO) information.

Responsible Party: OHR

Activity: EEO information is updated each biennium

Activity: Each new hire will be invited to provide EEO information at the time of hire

Performance Indicator: EEO information indicates a 10% increase in percentages of people of color and people with disabilities from 2005 to 2007.

5.3 Improve use of Affirmative Action (AA) data and analysis methods

Responsible Parties: Senior HR Managers and Cluster Executive Teams

Activity: Quarterly AA data is available to managers at cluster and unit level

Performance Indicator: 90% of management surveys indicate that AA information is reviewed regularly and used for planning recruitment and hiring processes in areas below parity.

5.4 Collect annual diversity strategy reports from DHS service delivery areas (SDAs), Office of Mental Health and Addiction Services (OMHAS) and other sectors/clusters

Responsible Party: OHR Senior Managers and DHS Managers

Activity: Information on progress made towards meeting diversity strategies is compiled, analyzed, and made available.

Performance Indicator: 90% of cultural competency satisfaction surveys indicate diversity efforts and related best practices information is shared across Department lines.

5.5 Diversity Development Coordinating Council (DDCC) members to provide consultation and assistance on diversity and cultural competency issues

Responsible Party: DDCC

Activity: DDCC members market services available to management

Activity: DDCC members report on activities related to diversity and cultural competency issues

Performance Indicator: 90% of surveys indicate DHS management is aware of services and those served satisfied with assistance provided

The DHS Cabinet approved the 2006-2007 DHS Diversity Strategic Plan on June 26, 2006. This plan is to be cross-referenced to the DHS Standards and Guidelines for Cultural Competency and Gender Specific Services document previously approved by Cabinet in September 2003.

B. DHS Standards and Guidelines for Cultural Competency and Gender Specific Services

DHS Diversity Development Coordinating Council (DDCC)

Introduction:

These standards were approved by the DHS Cabinet in September 2003. These standards and guidelines were developed by the Diversity Development Coordinating Council (DDCC) in order to assist the DHS Cabinet in implementing cultural competency as an organizational practice. These standards are consistent with the cultural competency requirements of Title VI of the Civil Rights Act of 1964.

Section I:

Definition of Cultural Competence:

Cultural competence refers to the process by which individuals and systems respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, disabilities, religions, genders, sexual orientation and other diversity factors in a manner that recognizes, affirms, and values the worth of individuals, families and communities and protects

and preserves the dignity of each. Operationally defined, cultural competence is the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services, thereby producing better outcomes.

Section II:

DHS Cultural Competency Standards and Guidelines:

- 1) DHS ensures that clients/consumers receive effective, understandable, and respectful services that are provided in a manner compatible with their cultural beliefs and practices, preferred language and/or alternate format, physical or cognitive ability, gender and sexual orientation. **Strategies: 5 & 6**
- 2) DHS implements strategies to recruit, retain and promote a diverse staff at all levels of the organization and leadership that are representative of the population being served and the demographic characteristics of the service area. **Strategies: 1, 2, 3**
- 3) DHS ensures that staff at all levels and across all disciplines receive ongoing education and training in culturally, linguistically and gender appropriate service delivery, policy, and planning, and comply with practice and standards for workers. **Strategies: 4, 7, 8**
- 4) DHS offers and provides competent language assistance services, including bilingual staff and interpreter services, at no cost to each client/consumer with limited English proficiency at all points of contact, in a timely manner during all hours of operation. Language standards also apply to individuals with speech or hearing disabilities. **Strategies: 5, 6**
- 5) DHS provides to clients/consumers in their preferred language or alternate format both verbal offers and written notices informing them of their right to receive language assistance services. **Strategies: 5, 6**
- 6) DHS assures the competency of language assistance provided to limited English proficient clients/consumers by interpreters and bilingual staff. Family and friends should not be used to provide interpretation services. These standards also apply to people with speech or hearing disabilities. **Strategies: 5, 6**

- 7) DHS makes available easily understood client-related materials and posts signage in the languages of the commonly encountered groups and/or groups represented in the service area. **Strategies: 5, 6**
- 8) DHS develops, implements, and promotes a written strategic plan that outlines clear goals, policies, operational plans, and management accountability/oversight mechanisms to provide culturally and linguistically appropriate services. **Strategy: 8**
- 9) DHS offices conduct initial and ongoing organizational self-assessments of cultural competency related activities and gender-specific programming and are encouraged to integrate cultural and linguistic competence-related and gender-specific measures into their internal audits, performance improvement programs, client satisfaction assessments, and outcomes-based evaluations. **Strategies: 5, 6**
- 10) DHS offices conduct an initial and ongoing organizational self-assessment for disability-related barrier identification and removal. This includes developing an action plan to remedy identified barriers to employment and/or access to DHS client services. **Strategies: 5, 6**
- 11) DHS ensures that data on the individual client's/consumer's racial, ethnicity, gender and primary language or alternate format are collected in client records, confidentially maintained, integrated into the data information systems and periodically updated. **Strategy: not held**
- 12) DHS maintains current demographic, cultural and service delivery profiles of the community being served as well as a needs assessment to accurately plan for and implement services that respond to the cultural, linguistic, and gender characteristics of the service area. **Strategies: 5, 6**
- 13) DHS develops participatory, collaborative partnerships with communities and utilizes a variety of formal and informal mechanisms to facilitate community and client/consumer involvement in designing and implementing the DHS service delivery system and cultural competency standards. **Strategy: 7**

- 14) DHS ensures that conflict and grievance resolution processes are culturally, linguistically, and gender sensitive/appropriate and capable of identifying, preventing, and resolving conflicts or complaints by clients/consumers or community groups/organizations. **Strategy: 8**
- 15) DHS regularly makes available to the public information about their progress and successful innovations in implementing the Cultural Competency Standards and to provide staff, and the public notice in their communities about the availability of this information. **Strategy: 8**

Section III: DHS Cultural Competency Practice and Gender Specific Services Expectations

Strategies 4, 6, and 7 apply to each of these standards listed below

Standard 1. Ethics and Values

DHS employees shall serve the public in a manner that recognizes how personal and professional values may conflict with or accommodate the needs of diverse clients.

Standard 2. Self-Awareness

DHS employees shall develop an understanding of their own personal and cultural values and beliefs as a first step in appreciating the importance of multicultural identities in the lives of people.

Standard 3. Cross-Cultural Knowledge

DHS employees shall have and continue to develop specialized knowledge and understanding about the history, traditions, values, family systems, and artistic expressions of major client groups served.

Standard 4. Cross-Cultural Skills

DHS employees shall use appropriate methodological approaches, skills and techniques that reflect an understanding of the role of culture in the helping process.

Standard 5. Service Delivery

DHS employees shall be knowledgeable about and skillful in accessing services available in the community and broader society and be able to make appropriate referrals for their diverse clients.

Standard 6. Empowerment and Advocacy

DHS employees shall be aware of the effect of social policies and programs on diverse client populations, advocating for and with clients whenever appropriate.

Standard 7. Diverse Workforce

DHS employees shall support the DHS policies and programs designed to recruit, hire and retain a diverse workforce at all levels of the organization.

Standard 8. Professional Education

DHS employees shall participate in educational and training programs that help advance cultural competency in the delivery of DHS services.

Standard 9. Language Diversity

DHS employees shall seek to provide and advocate for the provision of information, referrals, and services in the language appropriate to the client, which may include the use of interpreters.

Standard 10. Cross-Cultural Leadership

DHS employees shall strive to be leaders in state government in the provision of cultural competent services to diverse client/consumer populations.

Developed by the DHS Diversity Development and Coordinating Council (DDCC), 2003

Approved by DHS Cabinet September 2003

C. Definitions of EEO-4 job categories

(As issued by the Equal Employment Opportunity Commission)

A — OFFICIALS/ADMINISTRATORS

Occupations in which employees set broad policies; exercise overall responsibility for execution of these policies; direct individual departments or special phases of the agency's operations; or provide specialized consultation on a regional, district, or area basis.

Includes: departmental heads; bureau chiefs; division chiefs; directors; deputy directors; controllers; examiners; wardens; superintendents; inspectors; and kindred workers.

B — PROFESSIONALS

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

Includes: Personnel and labor relations workers; social workers; doctors; dietitians; psychologists; registered nurses; economists; lawyers; systems analysts; accountants; engineers; employment and vocational counselors; teachers and instructors; and kindred workers.

C — TECHNICIANS

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized postsecondary school education or through equivalent on-the-job training.

Includes: computer programmers and operators; drafters; surveyors; licensed practical nurses; photographers; radio operators; technical illustrators; highway technicians; technicians (medical, dental, electronic, physical sciences); assessors; inspectors; police and fire sergeants; and kindred workers.

D — PROTECTIVE SERVICE WORKERS

Occupations in which workers are entrusted with public safety, security, and protection from destructive forces.

Includes: police patrol officers; fire fighters; guards; deputy sheriffs; bailiffs; correctional officers; detectives; marshals; harbor patrol officers; and kindred workers.

E – PARAPROFESSIONALS

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a “new careers” concept.

Includes: library assistants; research assistants; medical aids; child support workers; police auxiliary; welfare service aides; recreation assistants; homemaker aides; home health aides; and kindred workers.

F – OFFICE/CLERICAL

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. Includes: bookkeepers; messengers; office machine operators; clerk/typists; stenographers; court transcribers; hearings reporters; statistical clerks; dispatchers; license distributors; payroll clerks; and kindred workers.

G – SKILLED CRAFT WORKERS

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training program.

Includes: mechanics and repairers; electricians; heavy equipment operators; stationary engineers; heavy equipment operators; stationary engineers; skilled machining occupations; carpenters; compositors and typesetters; and kindred workers.

H – SERVICE/MAINTENANCE

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public, or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery.

Includes: chauffeurs; laundry and dry cleaning operatives; truck drivers; bus drivers; garage laborers; custodial personnel; gardeners and grounds keepers; refuse collectors; construction laborers; and kindred workers.

D. EEO Job Groups with DHS Classification Groups

EEO JOB GROUP CODES WITH DHS CLASSIFICATION GROUPS

JOBGRP	JOB GROUP DESCRIPTION	CLASS	CLASS TITLE
A01	MIDDLE MANAGEMENT (SR 24-30)	X0851	PRINCIPAL CONTRIBUTOR 1
		X7000	PRINCIPAL EXECUTIVE/MANAGER A
		X7002	PRINCIPAL EXECUTIVE/MANAGER B
		X7004	PRINCIPAL EXECUTIVE/MANAGER C
		X7006	PRINCIPAL EXECUTIVE/MANAGER D
		Z7006	PRINCIPAL EXECUTIVE/MANAGER D
A02	UPPER MANAGEMENT (SR 31+)	X7008	PRINCIPAL EXECUTIVE/MANAGER E
		X7010	PRINCIPAL EXECUTIVE/MANAGER F
		X7012	PRINCIPAL EXECUTIVE/MANAGER G
		Z7008	PRINCIPAL EXECUTIVE/MANAGER E
		Z7010	PRINCIPAL EXECUTIVE/MANAGER F
		Z7012	PRINCIPAL EXECUTIVE/MANAGER G
		Z7014	PRINCIPAL EXECUTIVE/MANAGER H
		Z7016	PRINCIPAL EXECUTIVE/MANAGER I
		Z7018	PRINCIPAL EXECUTIVE/MANAGER J
B01	ENGINEER/ARCHITECT	C3411	ENVIRONMENTAL ENGINEER 2
		C3412	ENVIRONMENTAL ENGINEER 3
		C3422	PUBLIC HEALTH ENGINEER 3
		X3618	HEALTH FACILITIES CONSULTANT
B02	COMMUNICATION/EDITOR	C0865	PUBLIC AFFAIRS SPECIALIST 2
		C0866	PUBLIC AFFAIRS SPECIALIST 3
		X0866	PUBLIC AFFAIRS SPECIALIST 3
B03	TEACHER/EDUCATION	C2319	INSTITUTION TEACHER-BA
		C2320	INSTITUTION TEACHER-MA
		C2327	PUBLIC HEALTH EDUCATOR 1
		C2328	PUBLIC HEALTH EDUCATOR 2
		X2380	PASTORAL EDUCATION COORDINATOR
B04	NURSE/HEALTH	C3432	PUBLIC HEALTH TOXICOLOGIST
		C5707	INDUSTRIAL HYGIENIST 3
		C5708	INDUSTRIAL HYGIENIST 4
		C5902	COMM DISEASE INVESTIGATOR
		C6200	SPEECH/LANGUAGE PATHOLOGIST
		C6208	MENTAL HEALTH REGISTERED NURSE
		C6210	MEDICAL REVIEW COORDINATOR
		C6216	EPIDEMIOLOGIST 1
		C6217	EPIDEMIOLOGIST 2
		C6218	CLINICAL EPIDEMIOLOGIST
		C6226	STAFF DEVELOPMENT NURSE
		C6229	PUBLIC HEALTH NURSE 2
		C6255	NURSE PRACTITIONER
		C6260	PHARMACIST
		C6508	OCCUPATIONAL THERAPIST
		C6520	RECREATIONAL SPECIALIST
		C6521	REHABILITATION THERAPIST
		C6531	MENTAL HEALTH SPECIALIST
		X3432	PUBLIC HEALTH TOXICOLOGIST
		X6209	MENTAL HEALTH SUPERVISING RN
X6241	NURSE MANAGER		
X6264	PHARMACY MANAGER 1		
X6265	PHARMACY MANAGER 2		
X6268	CLINICAL DIETICIAN		

JOBGRP	JOB GROUP DESCRIPTION	CLASS	CLASS TITLE
B04	NURSE/HEALTH	X6269 X6523 X6524	CHIEF CLINICAL DIETICIAN REHABILITATION THERAPY SUPV REHABILITATION THERAPY PRG MGR
B05	PHYSICIAN/DENTIST/VERTERINARN	U7517 U7538 X6445 Z7512 Z7518 Z7539 Z7571 Z7572	PHYSICIAN SPECIALIST MEDICAL CONSULTANT PUBLIC HEALTH VETERINARIAN SUPERVISING DENTIST B SUPERVISING PHYSICIAN SR MEDICAL CONSULTANT PUBLIC HEALTH PHYSICIAN 1 PUBLIC HEALTH PHYSICIAN 2
B06	FOOD SERVICE MANAGER	C5955 X9105	NUTRITION CONSULTANT FOOD SERVICE MANAGER 1
B07	PURCHASING AGENT/ANALYST	C0435 C0436 C0437 C0438	PROCUREMENT AND CONTRACT ASST PROCUREMENT & CONTRACT SPEC 1 PROCUREMENT & CONTRACT SPEC 2 PROCUREMENT & CONTRACT SPEC 3
B08	NATURAL RESOURCE	C3717 C3780 C3781 C3817 C3819 C8503 C8504	CHEMIST 3 MICROBIOLOGIST 2 MICROBIOLOGIST 3 ENVIRONMENTAL HLTH SPECIALST 1 ENVIRONMENTAL HLTH SPECIALST 3 NATURAL RESOURCE SPECIALIST 3 NATURAL RESOURCE SPECIALIST 4
B09	SOCIAL SCIENCE/PLANNER/RESRCHR	C1115 C1116 C1117 C1118 C6294 C6295 C6296 C6297 C6614 X1163	RESEARCH ANALYST 1 RESEARCH ANALYST 2 RESEARCH ANALYST 3 RESEARCH ANALYST 4 CLINICAL PSYCHOLOGIST 1 CLINICAL PSYCHOLOGIST 2 BEHAVIOR/VOCATIONAL SPEC 1 BEHAVIOR/VOCATIONAL SPEC 2 COMMUNITY OUTREACH SPECIALIST ECONOMIST 3
B10	PERSONNEL/EMPLOYMENT	C1338 C1339 X1319 X1320 X1321 X1322 X1339 X1345 X1346	TRAINING & DEVELOPMENT SPEC 1 TRAINING & DEVELOPMENT SPEC 2 HUMAN RESOURCE ASSISTANT HUMAN RESOURCE ANALYST 1 HUMAN RESOURCE ANALYST 2 HUMAN RESOURCE ANALYST 3 TRAINING & DEVELOPMENT SPEC 2 SAFETY SPECIALIST 1 SAFETY SPECIALIST 2
B11	INSPECTOR/COMPLIANCE/INVESTGTR	C5232 C5233 C5246 C5247 C5248 X5233	INVESTIGATOR 2 INVESTIGATOR 3 COMPLIANCE SPECIALIST 1 COMPLIANCE SPECIALIST 2 COMPLIANCE SPECIALIST 3 INVESTIGATOR 3
B12	COMPUTER ANALYST	C1483 C1484	INFO SYSTEMS SPECIALIST 3 INFO SYSTEMS SPECIALIST 4

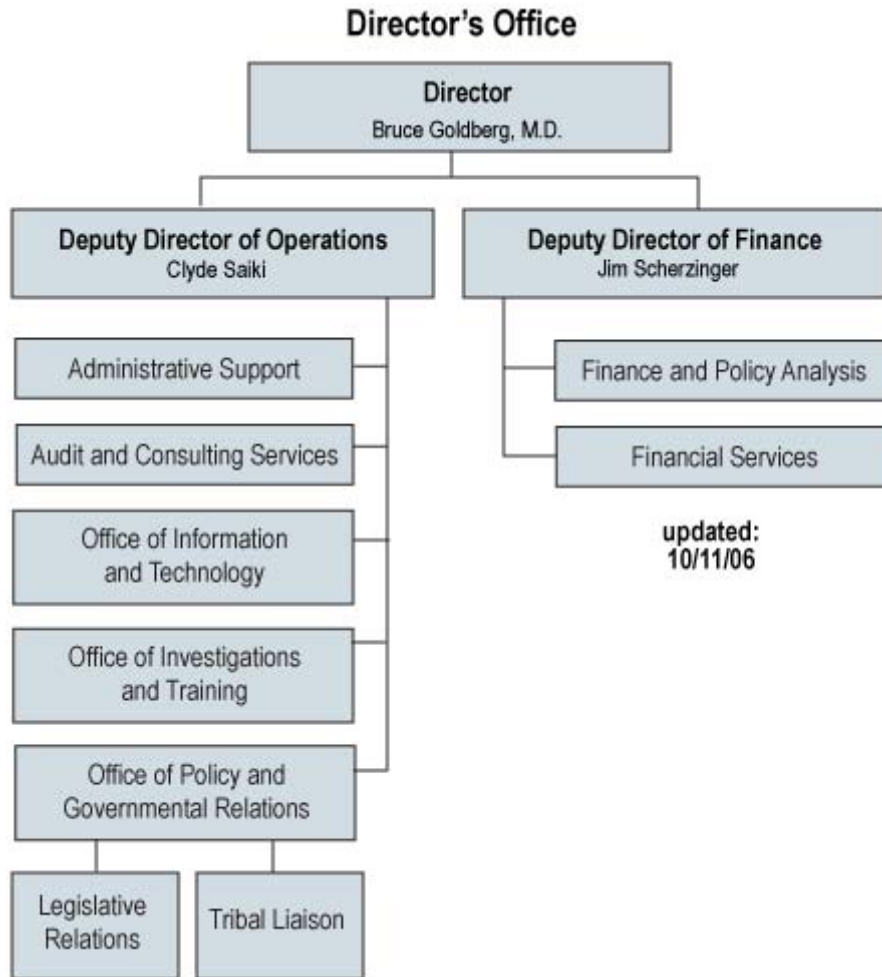
JOBGRP	JOB GROUP DESCRIPTION	CLASS	CLASS TITLE
B12	COMPUTER ANALYST	C1485 C1486 C1487 C1488 X1486 X1488	INFO SYSTEMS SPECIALIST 5 INFO SYSTEMS SPECIALIST 6 INFO SYSTEMS SPECIALIST 7 INFO SYSTEMS SPECIALIST 8 INFO SYSTEMS SPECIALIST 6 INFO SYSTEMS SPECIALIST 8
B13	ATTORNEY/HEARINGS OFFICER	C1531	HEARINGS OFFICER 2
B14	LIBRARIAN/ARCHIVAL SPECIALIST	C2220	LIBRARIAN
B15	ACCOUNTING/FINANCE/REVENUE	C1215 C1216 C1217 C1218 C1243 C1244 C1245 C5642 C5647 X1243 X1245 X5616 X5617 X5618	ACCOUNTANT 1 ACCOUNTANT 2 ACCOUNTANT 3 ACCOUNTANT 4 FISCAL ANALYST 1 FISCAL ANALYST 2 FISCAL ANALYST 3 FISCAL AUDITOR 2 GOVERNMENTAL AUDITOR 2 FISCAL ANALYST 1 FISCAL ANALYST 3 INTERNAL AUDITOR 1 INTERNAL AUDITOR 2 INTERNAL AUDITOR 3
B16	PROGRAM COORDINATOR/ANALYST	C0427 C0810 C0812 C0813 C0816 C0817 C0855 C0860 C0861 C0862 C0870 C0871 C0872 C1180 C1181 X0812 X0813 X0861 X0862 X0863 X0870 X0872 X0873 X1181 Z0833 Z0863	REHABILITATION INDUSTRIES REP PROJECT COORDINATOR PROGRAM TECHNICIAN 1 PROGRAM TECHNICIAN 2 PROGRAM REPRESENTATIVE 1 PROGRAM REPRESENTATIVE 2 PROJECT MANAGER 2 PROGRAM ANALYST 1 PROGRAM ANALYST 2 PROGRAM ANALYST 3 OPERATIONS & POLICY ANALYST 1 OPERATIONS & POLICY ANALYST 2 OPERATIONS & POLICY ANALYST 3 MANAGEMENT ANALYST 1 MANAGEMENT ANALYST 2 PROGRAM TECHNICIAN 1 PROGRAM TECHNICIAN 2 PROGRAM ANALYST 2 PROGRAM ANALYST 3 PROGRAM ANALYST 4 OPERATIONS & POLICY ANALYST 1 OPERATIONS & POLICY ANALYST 3 OPERATIONS & POLICY ANALYST 4 MANAGEMENT ANALYST 2 SUPV EXECUTIVE ASSISTANT PROGRAM ANALYST 4
B17	SOCIAL SERVICES	C5926 C5927 C6612 C6613	DISABILITY ANALYST 1 DISABILITY ANALYST 2 SOCIAL SERVICE SPECIALIST 1 SOCIAL SERVICE SPECIALIST 2

JOBGRP	JOB GROUP DESCRIPTION	CLASS	CLASS TITLE
B17	SOCIAL SERVICES	C6616 C6630 C6646 C6647 C6648 C6684 C6685 C6720 X6680	ADULT PROTECTIVE SERVICE SPEC HUMAN SERVICES CASE MANAGER VOC REHAB COUNSELOR-ENTRY VOC REHABILITATION COUNSELOR VOC REHABILITATION SPECIALIST PREADMISSIONS SCREENING SPEC CLIENT CARE SURVEYOR PSYCHIATRIC SOCIAL WORKER CHAPLAIN
C01	HEALTH	C6135 C6348 C6380 C6386 C6391 C6396 C6550 C6820 C6821 C6823	LICENSED PRACTICAL NURSE RADIOLOGIC TECHNOLOGIST DIETETIC TECHNICIAN PHARMACY TECHNICIAN 2 DENTAL ASSISTANT DENTAL HYGIENIST LICENSED RESPIRATORY CARE TECH MEDICAL LABORATORY TECH 1 MEDICAL LABORATORY TECH 2 MEDICAL LAB TECHNOLOGIST
C04	COMPUTER	C1481 C1482 X1403	INFO SYSTEMS SPECIALIST 1 INFO SYSTEMS SPECIALIST 2 COMPUTER OPER SUPV 1
C05	AUDIO-VISUAL	C2511 C2512	ELECTRONIC PUB DESIGN SPEC 2 ELECTRONIC PUB DESIGN SPEC 3
C06	REVENUE AGENT/EXAMINER	C5110 C5111 C5112	REVENUE AGENT 1 REVENUE AGENT 2 REVENUE AGENT 3
E01	NONSUPERVISORY	C5937 C6101 C6502 C6506 C6606 C6609 C6657 C6658 C6659 C6660 C6710 C6711 C6712 C6725 C6726 C6727 C6811	MEDICAL RECORDS CONSULTANT TRANSPORTING MENTAL HLTH AIDE LICENSED PHYSICAL THERAPY ASST CERT OCCUPATION THERAPIST ASST HUMAN SERVICES ASSISTANT 2 SOCIAL SERVICE ASSISTANT HUMAN SERVICES SPECIALIST 1 HUMAN SERVICES SPECIALIST 2 HUMAN SERVICES SPECIALIST 3 HUMAN SERVICES SPECIALIST 4 MENTAL HEALTH THERAPY TECH MENTAL HEALTH THERAPIST 1 MENTAL HEALTH THERAPIST 2 HABILITATIVE TRAINING TECH 1 HABILITATIVE TRAINING TECH 2 HABILITATIVE TRAINING TECH 3 LABORATORY TECHNICIAN 2
E02	SUPERVISORY//COORDINATOR	C6717 C6718	MTL HLTH THERAPY SHIFT COORD MENTAL HEALTH THERAPY COORD
F01	OFFICE ASSISTANT/SPECIALIST	C0101 C0102 C0103 C0104 C0322	OFFICE ASSISTANT 1 OFFICE ASSISTANT 2 OFFICE SPECIALIST 1 OFFICE SPECIALIST 2 PUBLIC SERVICE REP 2

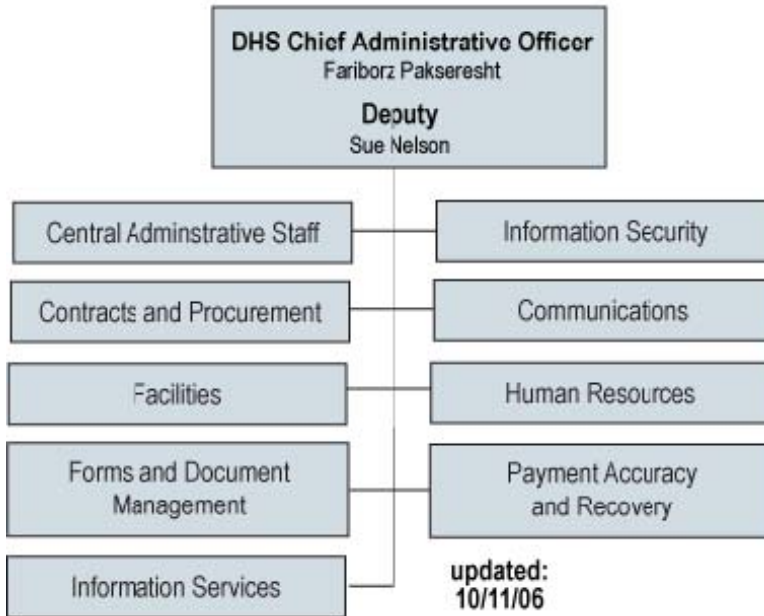
JOBGRP	JOB GROUP DESCRIPTION	CLASS	CLASS TITLE
F01	OFFICE ASSISTANT/SPECIALIST	C0709 X0103 X0104	INVENTORY CONTROL SPECIALIST OFFICE SPECIALIST 1 OFFICE SPECIALIST 2
F02	ACCOUNTING	C0210 C0211 C0212	ACCOUNTING TECHNICIAN 1 ACCOUNTING TECHNICIAN 2 ACCOUNTING TECHNICIAN 3
F03	OFFICE MANAGER/M VEHICLE REP	X0805 X0806 X0807	OFFICE MANAGER 1 OFFICE MANAGER 2 OFFICE MANAGER 3
F04	ADM SPECIALST/SUPPRT SVC SUPV	C0107 C0108 C0118 C0119 C0323 C0324 X0107 X0108 X0112 X0113 X0114 X0118 X0119 Z0107 Z0119	ADMINISTRATIVE SPECIALIST 1 ADMINISTRATIVE SPECIALIST 2 EXECUTIVE SUPPORT SPECIALIST 1 EXECUTIVE SUPPORT SPECIALIST 2 PUBLIC SERVICE REP 3 PUBLIC SERVICE REP 4 ADMINISTRATIVE SPECIALIST 1 ADMINISTRATIVE SPECIALIST 2 SUPPORT SERVICES SUPERVISOR 1 SUPPORT SERVICES SUPERVISOR 2 SUPPORT SERVICES SUPERVISOR 3 EXECUTIVE SUPPORT SPECIALIST 1 EXECUTIVE SUPPORT SPECIALIST 2 ADMINISTRATIVE SPECIALIST 1 EXECUTIVE SUPPORT SPECIALIST 2
F05	OTHER SUPPORT SPECIALIST	C0011 C0405 C0501 C0531 C1475	MEDICAL TRANSCRIPTIONIST 2 MAIL SERVICES ASSISTANT DATA ENTRY OPERATOR WORD PROCESSING TECHNICIAN 2 DATA ENTRY CONTROL TECHNICIAN
G03	TRADES/MAINTENANCE REPAIR	C4015 C4121 X4123	FACILITY OPERATIONS SPEC 2 TRADES/MAINTENANCE WORKER 2 TRADES/MAINTENANCE COORDINATOR
G05	MECHANIC/BOILER OPERATOR	C4033 C4034 C4410 C4411	FACILITY ENERGY TECHNICIAN 2 FACILITY ENERGY TECHNICIAN 3 AUTO MECHANIC 1 AUTO MECHANIC 2
G06	TRADES	C4001 C4003 C4004 C4005 C4007 C4008 C4009 C4018 C4037 C4207	PAINTER CARPENTER PLASTERER PLUMBER ELECTRICIAN 1 ELECTRICIAN 2 ELECTRICIAN 3 MACHINIST PHYSCL/ELECTRNC SECRTY TECH 1 CARPENTER
G08	SKILLED CRAFTS (SR 18+)	C2304 C9300	MANUAL ARTS INSTRUCTOR HAIRDRESSER
H01	SERVICE/MAINTENANCE	C0705 C0706	PROPERTY SPECIALIST 1 PROPERTY SPECIALIST 2

JOBGRP	JOB GROUP DESCRIPTION	CLASS	CLASS TITLE
H01	SERVICE/MAINTENANCE	C0707 C4012 C4101 C4103 C4109 C4110 C4115 C4116 C4118 C4403 C4420 C4421 C6708 C9101 C9102 C9116 C9117 C9201	PROPERTY SPECIALIST 3 FACILITY MAINTENANCE SPEC CUSTODIAN CUSTODIAL SERVICES COORDINATOR GROUNDS MAINTENANCE WORKER 1 GROUNDS MAINTENANCE WORKER 2 LABORER 1 LABORER 2 MAINTENANCE LABORER COORD TRANSPORTER EQUIPMENT OPERATOR 1 EQUIPMENT OPERATOR 2 MENTAL HEALTH SECURITY TECH FOOD SERVICE WORKER 2 FOOD SERVICE WORKER 3 COOK 1 COOK 2 SEAMSTER 2
H02	SERVICE/MAINTENANCE	X4106 X4108 X9119	CUSTODIAL SUPERVISOR CUSTODIAL SERVICES MANAGER SUPERVISING COOK

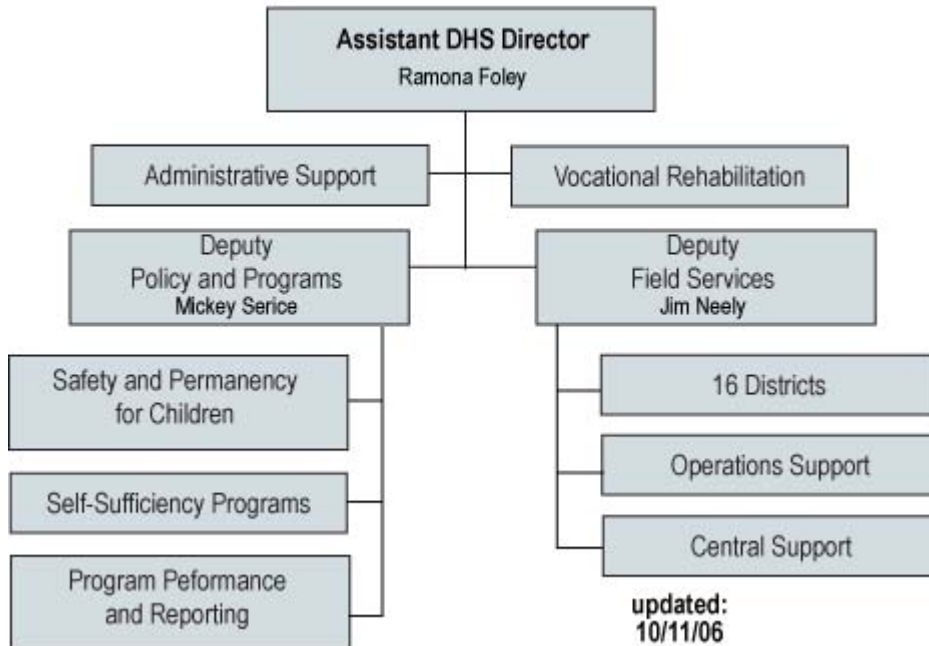
E. DHS Organization Charts



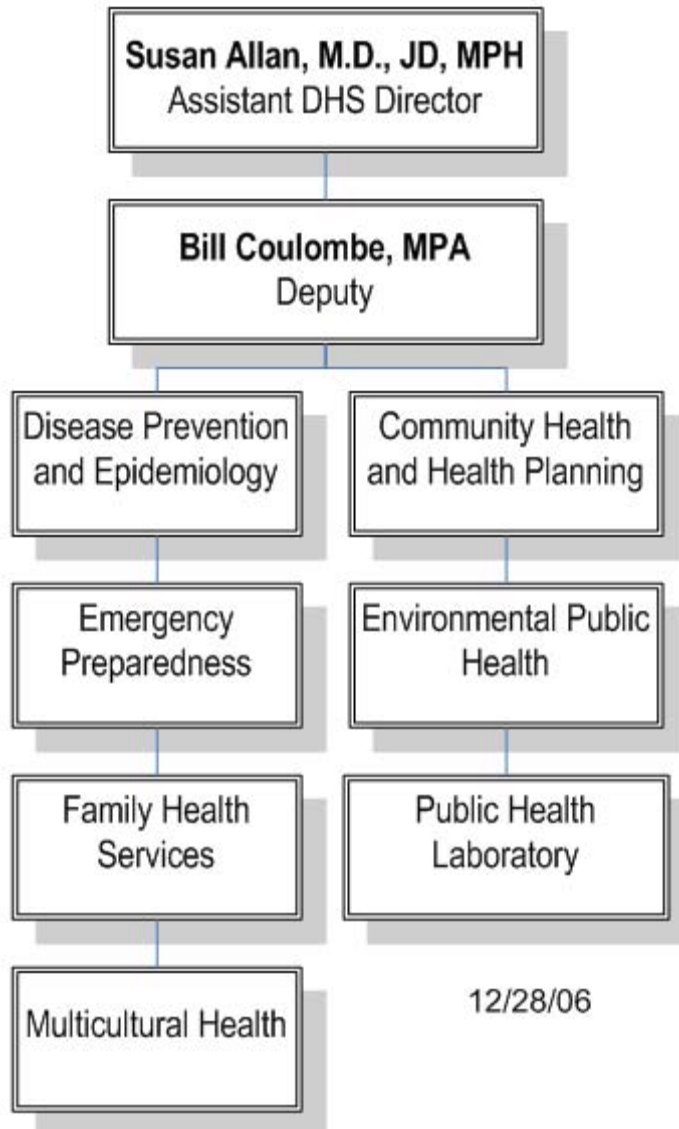
Administrative Services Division (ASD)



Children, Adults and Families Division (CAF)

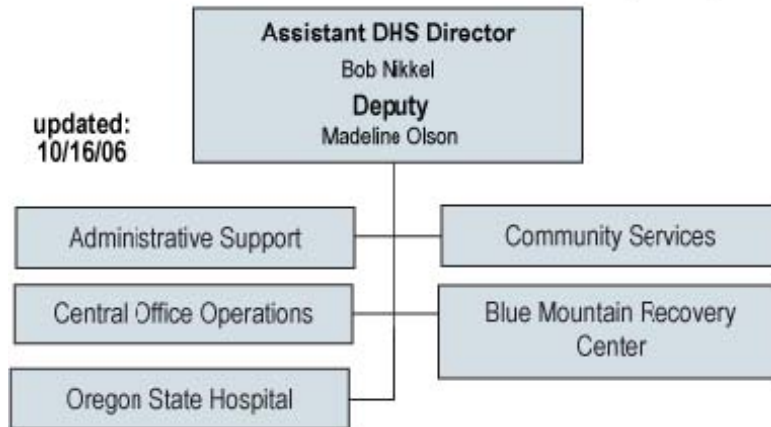


Public Health Division (PHD)

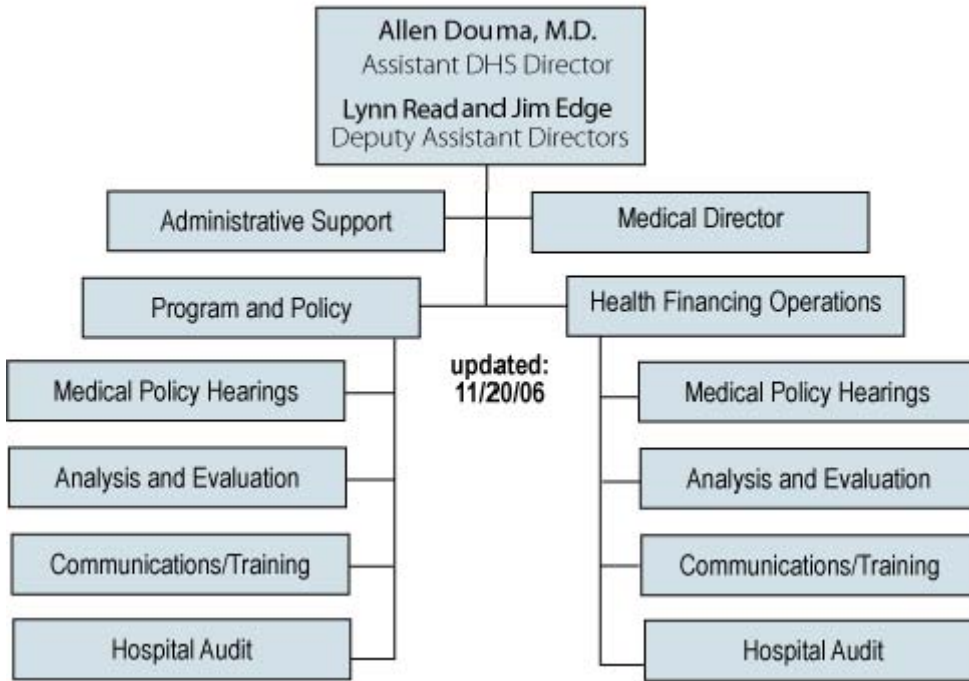


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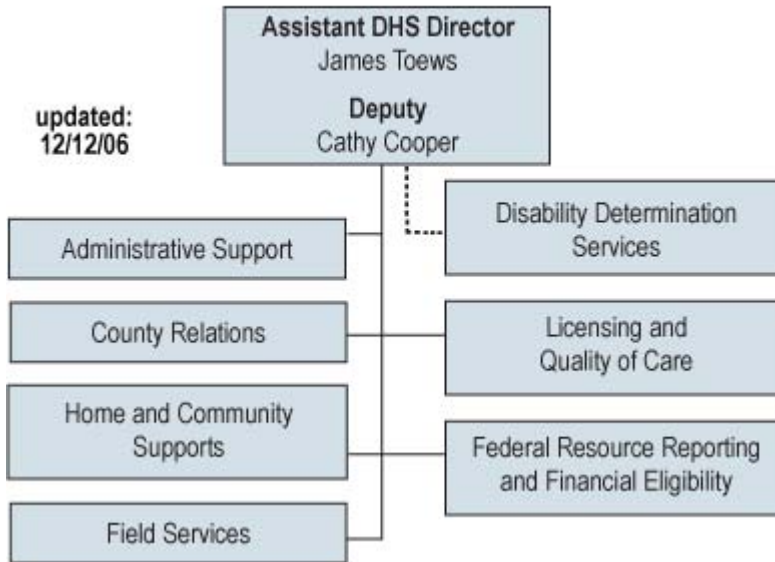
Addictions and Mental Health Division (AMH)



Division of Medical Assistance Programs (DMAP)



Seniors and People with Disabilities Division (SPD)



IX. Appendix D

Public Health Cultural Competency Trainings Conducted in 2005

#	Date	Organization	Topic	Who Attended	#'s
1	01/19/05	OSU – Minority Health/Multicultural Health, Corvallis OR	CC in Minority Hlth - Presentation	St, Fac	40
2	01/19/05	TACS, Portland OR	How to Incorporate CC Measures into Performance Appraisals - Training	PM, Mgrs, Fac	90
3	01/25/05	Gail Shibley, OPHS Management Mtg, Portland OR	CC Presentation	DLS, Mgrs	15
4	02/02/05	Betty Glantz, Belmont Office	CC Presentation	DLS, PM, Mgrs	60
5	02/03/05	OR Partnership for Cancer Control, Tualatin OR	Cancer Disparities	DLS	50
6	02/17/05	HIV Client Services – Annick Benson, Eugene OR	CC: Preparing for Diversity in HIV/AIDS Service Orgs. - Training	OMH staff Mgrs, DLS	8 36
7	03/08/05	OR Teen Pregnancy Task Force, Portland OR	How To Effectively Design And Implement Teen Parent And Pregnancy Prevention That Reflects The Needs Of The Cultural Ethnic And Racial Minorities	DLS, PM, Mgrs	75
8	03/31/05	Annual Reproductive Health Conference, Portland OR	CC Presentation	PM, Mgrs	50
9	04/04/05	Tuality Hospital Campus, Chad Cheriell, Hillsboro OR	CC Presentation		
10	04/06/05	OPHS CC Seminar – Roberto Reyes-Colon, PSOB 120C, Portland	CC Seminar	DLS, Mgrs	70
11	04/14/05	LifeWorks – Jackie Strong, Portland OR	CC Training	DLS, Mgrs, PM	120
12	04/20/05	APHA All Staff Mtg – Gail Shibley, Portland OR	CC Presentation	DLS, Mgrs	70
13	04/26/05	O4AD Quarterly Mtg, Salem	CC Presentation		

DHS Affirmative Action Plan submitted to the Governor's Affirmative Action Office on 1/12/2007

Public Health Cultural Competency Trainings Conducted in 2005

#	Date	Organization	Topic	Who Attended	#'s
14	04/27/05	PCC Sylvania Campus – Marjorie McGee, Portland OR	CC Training	St, Fac	35
15	04/28/05	OPHS CC Seminar – Roberto Reyes-Colon, PSOB 140, Portland	CC Seminar	DLS, Mgrs	70
16	05/17/05	OR WIC Statewide Mtg	CC Presentation	DLS, Mgrs, PM	100
17	05/18/05	Mental Health, Salem Fairgrounds	CC Training	DLS	100
18	05/24/05	OPEN – Elizabeth Bamberger, PSOB 918	CC Performance Measurement	PM, Mgrs	40
19	05/25/05	Commission on Child and Families	CC Presentation	DLS, Con	50
20	06/24/05	NW Natural – Judi Dials-Hall	CC Training	Mgrs	20
21	06/29/05	OR Partnership for Cancer Control, Convention Ctr. OR	Diversity Training Workshop	DLS	20
22	07/28/05	Cultural Competence in Care Giving Task Force - Providence, Portland OR	Title VI	Pm, Mgrs	18
23	08/08/05	Healthy Kids Learn Better, NWIAS Conf, LaGrand OR	Cultural Competency	Fac, Mgrs, PM	75
24	08/09/05	Albina Ministerial Alliance	Cultural Competency in Providing Services to Families - Training	Mgrs DLS	4 5
25	08/11/05	MESH, Silverton OR	Culturally Competent Services	DLS, Mgrs, PM	100
26	09/01/05	Dungarvin Seminar, Edgefield OR	CC Training	DLS, Mgrs, PM	25
27	09/21/05	NWHF Community Based Collaborative Research Conference	1) CC In Research Partnership	Mgrs, PM	40
			2) Skill Building Workshop	DLS	15

Public Health Cultural Competency Trainings Conducted in 2005

#	Date	Organization	Topic	Who Attended	#'s
28	09/22/05	DHS Diversity Conference	CC	PM, Mgrs, DLS	180
29	09/23/05	OR Breast & Cervical Cancer Program, New Port OR	CC: The State of Cultural Diversity in Oregon	DLS, Mgrs	60
30	09/25/05	OJDDA Conference, Gleneden Beach	Cultural Competency: Beyond The Norm - Keynote	DLS, PM, Mgrs	300
31	09/25/05	OJDDA Conference, Gleneden Beach	Cultural Competency: Beyond The Norm	DLS, Mgrs, PM	50
32	09/27/05	ICW Tribes/State Conference, 7-Feathers	Building for the Future of Indian Children & Families	Mgrs	200
			CC: 1) Plenary 2) Breakouts	DLS	100
33	10/04/05	Latina RN's Assoc...	CC Training	DLS, Mgrs, Fac, St	100
34	10/06/05	Northwest Health Foundation – KP Community Fund Board	Facilitate Discussion on CC	PM	15
35	10/10/05	CBCR – Chad Cheriell, PSOB Portland	?		
36	10/11/05	EMSC Conference, Eugene OR	CC When Dealing With The Public/Patients, Or Each Other	DLS, PM, Mgrs	250
	10/11/05	Maria Blanco – Foster/ Adoption Prospective Parents	Cultural/Diversity Training	Cancelled	
37	10/17/05	Northwest Center for Public Health Practice Leadership Institute - Kim Kelly	Diversity and CC presentation		
38	10/28/05	Affirmative Action Diversity Workshop - Salem	CC		
39	11/22/05	PSU School of Community Health – Portland OR	Gender, Race, Class and Health		
		Doernbecher Hospital			100

Public Health Cultural Competency Trainings Conducted in 2005

#	Date	Organization	Topic	Who Attended	#'s
		OHSU (CDRC & Med School)			25/100
		Latino Coalition	Video Conf		
Total number of trainings for the year 2005					2881
OTHER SPEAKING ENGAGEMENTS					
40	01/14/05	Martin Luther King Celebration, Room 137 Salem, OR	Tribute and Intro of Keynote Speaker		75
41	11/02/05	2005 SCAR Symposium, Eugene OR	Preparing for Diversity in Oregon		500
42	02/18/05	VA Hospital – Vicki Hart	Diversity		
43	09/20/05	CBCR Partnership – Chad Cheriell, Jantzen Beach	Diversity Panel		120
44	11/12/05	African American Dementia & Aging Project – Double Tree Hotel @ Lloyd Center	?		
45	11/14/05	African American Wellness Village	OMH & Disparities	PM, Mgrs, CA, DLS	
46	11/18/05	NAOSOMH – WA DC		PM, CA	
Additional trainings including previous total for 2005					3576

Public Health Cultural Competency Trainings Conducted in 2006

#	Date	Organization	Topic	Who Attended	#'s
1	01/04/06	Oregon Community Credit Union, Eugene OR	Diversity Program	Mgrs	20
2	01/12/06	Multnomah County Health Department, Diversity and Quality Team	Diversity and Quality Presentation	PM / Mgrs	15
3	01/19/06	CACDSJ, PSU	Diversity Meeting	N/A	N/A
4	01/26/06	Oregon Health Sciences University Hospital, LEND Program	Bringing Diversity to Public Health – Lessons Learned	St / Fac	15-10
5	01/30/06	Salem, Winema Place	Cultural Comp Training...?	N/A	N/A
6	01/31/06	OHSU School of Nursing (Nancy Glass), Portland	Critical Analysis of Health Disparities	St / Fac	50-10
7	02/15/06	Providence Hospital, Portland	Care Giving in a Diverse Society: Challenges and Opportunities	PM / DLS	150
8	02/16/06	NAACP Youth Conference – U of O, Eugene	Diversity	St	50
9	02/23/06	BHWD Group – Legacy Meridian Park Hospital, Portland	Diversity		
10	03/02/06	Commission on Children & Families - Anya Sekino - Kanita OR	State Wide CC Training	PM / Mgrs	50
11	03/03/06	OHSU, Double Tree, Lloyd Center		PM/DLS/Fac St	75
12	03/10/06	Beaverton Together	Mini presentation on the growing diversity of Beaverton	CA / PM	75
13	03/13/06	OHP Quality & Performance Improvement Work Group – Judith Van-Osdol – Salem	"Health Disparities and Cultural Competencies in Health Care Settings"	PM / Mgrs	25-30
14	03/29/06	Crash Movie Preview & Discussion	Cultural Stigma and labels	CA / DLS	25
15	04/12/06	The Adolescent Sexuality Conference, Seaside	Preparing for Diversity in OR: Implications for Adolescent Health (Luncheon Keynote)	PM/DLS/Mgrs CA	350
16	04/13/06	Insight Teen Parent Program Staff Retreat - TBA	Staff retreat Diversity Training	PM/DLS/Mgrs	50

Public Health Cultural Competency Trainings Conducted in 2006

#	Date	Organization	Topic	Who Attended	#'s
				CA	
17	04/20/06	Multnomah County Public Affairs Office – Lila Wickham	Developing and adapting risk communication strategies and messages to diverse populations or a specific population	DLS / Mgrs	45
18	04/25/06	OHSU School of Medicine	Principles of Clinical Medicine	St / Fac	75
19	05/01/06	OPCA Health Disparities Workgroup		PM / CA	10
20	05/11/06	OR Dept Of Agriculture	Diversity Training	PM/DLS/Mgrs	150
21	06/02/06	Beaverton Together	Diversity Training	CA / St	75
22	06/07/06	CARES NW	Understanding Diversity: Cultural Awareness and Sensitivity	St / DLS	50
23	07/12/06	DHS Office of Contracts & Procurement, Salem	Diversity Overview Training	DHS Staff	50
24	07/20/06	Providence, Portland	Diversity Outreach	Providence Hlth Pro's	50
25	08/15/06	David Rebnanal – Benton County Public Library	Skill Building & Networking workshop	Cnty Hlth Pro's	25
26	09/06/06	PSOB	Statewide CC Training		
27	09/20/06	Convention Center, Salem	Diversity Training Breakout – Agency assignment	DHS	150
28	10/20/06	AAHC Conference, Portland OR	AA Health Disparities		
29	11/4-8/06	APHA 134 th Annual Mtg & Expo, Boston MA			
30	11/29/06	MPCHP/MPCHP-A/MVIPA – Thuy Kisselman, Salem OR	Understanding CC		50
31					
32					

Public Health Cultural Competency Trainings Conducted in 2006

#	Date	Organization	Topic	Who Attended	#'s
	Total number of trainings for the year 2006				1540
OTHER SPEAKING ENGAGEMENTS					
33	01/17/06	Unknown – VAC Time			
34	?	Oregon Community Credit Union – Renee Bailey, Eugene OR	Diversity Keynote		
35	07/11/06	VPSI Summer Institute, Corvallis OR	CC - Diversity		
36	07/12/06	HSB, Salem	Diversity Overview Presentation		
37	07/16/06	Foot Care Conference w/ M. Michalczyk	Foot Care Conference: Cultural Perspective re: aged populations that are diabetic.		
38	07/20/06	OR Food Bank, Portland OR	CC - Diversity		60

Public Health Cultural Competency Trainings Conducted in 2006

#	Date	Organization	Topic	Who Attended	#'s
39	07/27/06	St Vincent Pavilion	CC		
40	08/11-13/06	Community Strategic Training Initiative (CSTI) – Tricia Tillman			
41	09/21/06	Central City Concern - Claudia Krueger			
42	09/23/06	New Columbia - Leslie Esinga, Portland OR	CC		
43	09/25-26/06		CC		
44	09/27/06	Central City Concern - Claudia Krueger			
45	10/08/06	TOT Follow-up, Oregon City OR	CC		
46	10/09/06	OR Comm Credit Union – Renee Bailey, Eugene OR			
47	12/07/06	LifeWorks NW, Portland OR	Cultural Training		
			Additional trainings including previous total for 2006		