

PUBLIC PACKET

**OREGON BOARD  
OF  
DENTISTRY**

**BOARD MEETING  
AUGUST 16, 2013**



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# APPROVAL OF MINUTES

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**OREGON BOARD OF DENTISTRY  
MINUTES  
June 21, 2013**

MEMBERS PRESENT: Jonna E. Hongo, D.M.D., President  
Brandon Schwindt, D.M.D., Vice-President  
Todd Beck, D.M.D.  
Mary Davidson, M.P.H., R.D.H.  
Alton Harvey, Sr.  
Norman Magnuson, D.D.S.  
James Morris  
Patricia Parker, D.M.D.  
Julie Ann Smith, D.D.S., M.D.  
John Tripp, R.D.H.

STAFF PRESENT: Patrick D. Braatz, Executive Director  
Paul Kleinstub, D.D.S., M.S., Dental Director/Chief Investigator  
Michelle Lawrence, D.M.D., Consultant (portion of meeting)  
Stephen Prisby, Office Manager (portion of meeting)  
Daryll Ross, Investigator (portion of meeting)  
Harvey Wayson, Investigator (portion of meeting)  
Lisa Warwick, Office Specialist (portion of meeting)

ALSO PRESENT: Lori Lindley, Sr. Assistant Attorney General

VISITORS PRESENT: Beryl Fletcher, ODA; Leo Kosovan, Carrington College; Daniel Cosovan, Carrington College; Janet Woods, Heald College; Viviane Yaacoub, Carrington College; Sheri Billetter, ODAA.

**Call to Order:** The meeting was called to order by the President at 7:30 a.m. at the Board office; 1600 SW 4<sup>th</sup> Ave., Suite 770, Portland, Oregon.

## **NEW BUSINESS**

### **MINUTES**

Dr. Parker moved and Mr. Harvey seconded that the minutes of the April 19, 2013 Board meeting be approved as amended. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

## **ASSOCIATION REPORTS**

### **Oregon Dental Association**

Ms. Fletcher had nothing to report.

### **Oregon Dental Hygienists' Association**

No one was present.

### **Oregon Dental Assistants Association**

No one was present.

## **COMMITTEE AND LIAISON REPORTS**

### **WREB Liaison Report**

Dr. Magnuson stated that he attended the April Meeting. It was business as usual on planning and running WREB. He stated that in July the Dental Exam and Hygiene Dental Exam Review Boards would be meeting. He also reported that WREB had changed review boards a few years ago to take more control of the exams, including more oversight and more changes would be happening in the exam in a few years; incorporating a comprehensive treatment planning section.

### **AADB Liaison Report**

Dr. Parker stated that the AADB Midyear Meeting was held April 21 & 22. There was a report from the executive council announcing the new Executive Director, James Terrance, who started January 7<sup>th</sup> of this year. His stated mission with AADB is "How can AADB Help Board's Implement Best Practices."

The AADB Clearinghouse for Board actions currently has 47 state dental boards reporting to it. Dr. Parker added that she had been appointed to the AADB Program Committee, where they discussed topics for the next annual meeting. Dr. Parker was also appointed as the western representative for the Joint Commission on Dental Accreditation.

### **NERB Liaison Report**

Dr. Hongo stated that she, Ms. Davidson and Ms. Mason attended the most recent NERB Meeting. Dr. Smith was unable to attend due to previous engagements. Dr. Hongo reported that it was a good meeting and that there were several interesting reports. One was an ADEX report on the periodontal portion of the exam as well as numerous changes to the NERB Exams. Dr. Hongo stated she would be happy to provide copies of her notes to anyone who would like them.

Ms. Davidson stated the Spring Series had used a computer simulated hygiene exam. Between April and June, 759 candidates were registered at the sites. Ms. Davidson reviewed the 2014 exam changes as well.

## **EXECUTIVE DIRECTOR'S REPORT**

### **Budget Status Report**

Mr. Braatz stated that the budget continued to perform as expected. He included the most recent budget report for the board to review and welcomed any questions they may have regarding it.

### **Customer Service Survey Report**

Mr. Braatz stated that the most recent customer service survey was included for the Board's review. It continues to show positive responses from the majority of those returning the survey.

### **Board and Staff Speaking Engagements**

Friday, April 26, 2013 - Mr. Braatz made a presentation on "Updates from the OBD" to the DBIC Risk Management Course to Klamath Falls Dental Society in Klamath Falls.

Friday, April 26, 2013 - Ms. Haynes made a License Application Presentation to the graduating dental hygiene students at PCC in Portland.

Thursday, May 2, 2013 - Ms. Haynes and Mr. Braatz made a License Application Presentation to the graduating dental students at OHSU School of Dentistry.

Wednesday, May 8, 2013 - Ms. Haynes and Mr. Braatz made a License Application Presentation to the graduating dental hygiene students at Lane Community College in Eugene.

Tuesday, May 14, 2013 - Mr. Braatz made a presentation on "Updates from the OBD" to the DBIC Risk Management Course to Coos Bay Dental Society in Coos Bay.

Wednesday, May 22, 2013 - Ms. Haynes and Mr. Braatz made a License Application Presentation to the graduating dental hygiene students at Mt. Hood Community College in Gresham.

Wednesday, June 12, 2013 - Ms. Haynes made a License Application Presentation to the graduating dental hygiene students at Pacific University in Hillsboro.

### **ODC Surveys**

Dr. Kleinstub and Mr. Braatz made a presentation on "Record Keeping" and "Ask the Board" to the ODC on Thursday, April 4, 2013. Mr. Braatz stated that they had received feedback from the attendees and that the course evaluations from the ODC were attached for the Board's review.

### **Legislative Update**

Attached please find a list of the Oregon Legislative Bills that the OBD is currently tracking that will have a direct impact on the Board or impact on the Board as a state agency. This list also shows those bills that have been passed and signed into law by the Governor.

HB 2124: Health Professional Services Program adjustments bill has passed.

HB 2215: Person holding appointed offices. Mr. Braatz is still waiting to see what this bill means. House and Senate have passed the Board's budget and it is on the way to the Governor's office.

### **Board Member Appointment**

Mr. Braatz introduced Mr. John "Matt" Tripp, who has been appointed as the new dental hygiene board member. He stated that Mr. Tripp's term ends April 30, 2017. Mr. Tripp took a moment to introduce himself to the Board earlier in the morning.

### **Office Lease**

Mr. Braatz stated that the office could be in a new space on or before November 1, 2013.

### **AADB & AADA Annual Meeting Attendance Approval**

Mr. Braatz stated that the AADB and AADA meeting information had been set and that Dr. Parker and Ms. Davidson will be the Board's representatives at the meetings. The Board would need to authorize his attendance at both meetings. In addition, Ms. Lindley and Dr. Kleinstub will be presenting at the meetings.

Dr. Magnuson moved and Ms. Davidson seconded that the Board send Mr. Braatz to the AADB and AADA meetings. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

### **Tri-Met Contract**

Dr. Parker moved and Mr. Harvey seconded that the Board authorize Mr. Braatz to execute the new Tri-Met contract. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

### **DANB Radiological Proficiency Examination**

Mr. Braatz stated that Dr. Magnuson had recently asked some questions regarding the requirement of dental assistants to take film radiographs vs. digital radiographs. This could require some changes including possible cost increases since DANB would need to require digital grading software.

Dr. Beck moved and Dr. Parker seconded that the Board have Mr. Braatz discuss with the Department of Radiologic Proficiency the possibility of moving to digital radiographs for the DANB exam. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

### **Issuance of Ratification of Licenses**

Mr. Harvey moved and Dr. Smith seconded that the Board reaffirm the board's policy that Mr. Braatz and designated staff continue to have the ability to issue licenses to candidates that will be ratified by the Board at the next meeting of the Board; as has been done since 2003. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

### **Newsletter**

Mr. Braatz stated that we were beginning to think about the fall newsletter and urged Board members to submit any articles they may have.

## **UNFINISHED BUSINESS**

### **Temporary Rule – Division 26 Anesthesia**

Mr. Braatz stated there is a large group of practitioners saying that they will not be able to get the appropriate equipment as required by the new Anesthesia rules due to a backlog in orders. There have also been several letters sent regarding this issue as well. The staff recently met regarding the situation and have proposed a temporary rule that would last through December 28<sup>th</sup> pushing back the new equipment requirement until that date. Temporary Rules are in effect for 180 days. Mr. Harvey moved and Dr. Beck seconded that the Board approve the temporary rule as presented. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

## **CORRESPONDENCE**

### **The Board received a letter from Bruce Barrett, DDS, President ADEX**

Dr. Barrett sent a letter to Dr. Price, President of the ODA, and cc'd the Board regarding the periodontal exam portion of the ADEX Exam. Dr. Barrett went on to clarify the ADEX Exam has an option periodontal scaling exercise that some states require. The written portion of the exam has

a required periodontal exam.

## **OTHER BUSINESS**

### **EPP CE PROVIDER ADE Hygiene Study Club**

Dr. Parker moved and Dr. Schwindt seconded that the Board approve the ADE Hygiene Study Club as an EPP provider. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

### **EPP CE PROVIDER Oregon Health Authority**

Mr. Harvey moved and Dr. Magnuson seconded that the Board approve OHA as an approved EPP CE provider. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

### **Committee Appointment Approval**

Dr. Schwindt moved and Dr. Parker seconded to approve the committee appointments as presented. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

Mr. Braatz stated that there would probably be a Rules Oversight Committee meeting scheduled in the next few months.

**EXECUTIVE SESSION:** The Board entered into Executive Session pursuant to ORS 192.606 (1)(f), (h) and (k); ORS 676.165; ORS 676.175 (1), and ORS 679.320 to review records exempt from public disclosure, to review confidential investigatory materials and investigatory information, and to consult with counsel.

## **PERSONAL APPEARANCES AND COMPLIANCE ISSUES**

Licensees appeared pursuant to their Consent Orders in case numbers **2005-0117 and 2008-0256.**

## **LICENSING ISSUES**

**OPEN SESSION:** The Board returned to Open Session.

### **CONSENT AGENDA**

**2013-0130, 2012-0177, 2010-0186 and 2009-0275** Dr. Schwindt moved and Mr. Harvey seconded that the above referenced cases be closed with No Further Action per the staff recommendations. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

### **COMPLETED CASES**

**2012-0108, 2013-0142, 2013-0170, 2013-0176, 2006-0087, 2013-0137, 2013-0190, 2012-0091 and 2013-0168** Dr. Schwindt moved and Dr. Parker seconded that the above referenced cases be closed with a finding of No Violation of the Dental Practice Act or No Further Action per the Board recommendations. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr.

Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye. Dr. Schwindt and Dr. Beck recused themselves from case 2013-0176.

**BREEN, WILLIAM J., D.D.S., 2012-0164**

Dr. Parker moved and Mr. Harvey seconded that the Board issue a Notice of Proposed Disciplinary Action and offer the Licensee a Consent Order in which the Licensee would agree to be reprimanded and pay a \$2,000.00 civil penalty. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**2012-0154**

Mr. Harvey moved and Dr. Parker seconded that the Board close the matter with a Letter of Concern addressing the issue of ensuring that when informed consent is obtained prior to providing treatment, PARQ or its equivalent is documented in the patient records, and that a dental diagnosis is documented to justify treatment that is subsequently provided. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**FAST, JOEL, D.M.D., 2013-0163**

Mr. Morris moved and Dr. Smith seconded that the Board issue a Notice of Proposed Disciplinary Action and offer the Licensee a Consent Order in which the Licensee would agree to be reprimanded and pay a \$5,000.00 civil penalty. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**2012-0120**

Dr. Smith moved and Dr. Magnuson seconded that the Board close the matter with a Strongly Worded Letter of Concern addressing the issue of ensuring that when informed consent is obtained prior to providing treatment PARQ or its equivalent is documented in the patient records; that appropriate continuing education is maintained; and that when treating patients in offices managed by other dentists, every effort is made to ensure that heat sterilizing devices are tested for proper function on a weekly basis. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**SMITH, GRANT M., D.D.S., 2013-0119**

Dr. Beck moved and Dr. Smith seconded that the Board move to issue a Notice of Proposed License Suspension. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**2012-0012**

Mr. Tripp moved and Mr. Morris seconded that the Board close the matter with a Letter of Concern addressing the issue of ensuring that when informed consent is obtained prior to providing treatment, PARQ or its equivalent is documented in the patient records, a dental diagnosis is documented to justify treatment that is subsequently provided, and that probing depths are routinely documented. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**MURRAY, KENNETH A., D.D.S., 2012-0005**

Dr. Magnuson moved and Ms. Davidson seconded that the Board issue a Notice of Proposed Disciplinary Action and offer the licensee a Consent Order in which the licensee would agree to

be reprimanded, pay a \$10,000.00 civil penalty, complete 40 hours of Board approved community service within 12 months, and monthly submission of spore testing results for a period of one year from the effective date of the Order. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**2012-0178**

Ms. Davidson moved and Dr. Magnuson seconded that the Board close the matter with a STRONGLY worded Letter of Concern addressing the issue of ensuring that a dental justification is documented prior to providing treatment, that PARQ or its equivalent is documented when informed consent is obtained, and that all treatment that is provided is accurately documented. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**NOUREDINE, HADI A., D.M.D., 2012-0188**

Dr. Parker moved and Dr. Magnuson seconded that the Board issue a Notice of Proposed Disciplinary Action and offer the Licensee a Consent Order in which the Licensee would agree to be reprimanded, pay a \$10,000.00 civil penalty, complete 40 hours of community service within 12 months, and monthly submission of spore testing results for a period of one year from the effective date of the Order. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**2012-0157**

Mr. Harvey moved and Dr. Parker seconded that the Board close the matter with a STRONGLY worded Letter of Concern addressing the issue of ensuring that when treatment is provided it is documented in the patient records and that the continuing education requirements for maintaining permits and licensure are met in a timely manner. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**OGAWA, KEITH F., D.D.S., 2013-0165**

Dr. Smith moved and Mr. Morris seconded that the Board issue a Notice of Proposed Disciplinary Action and offer the Licensee a Consent Order in which the Licensee would agree to be reprimanded, complete three hours of Board approved continuing education in record keeping within six months, complete a Board approved implant mentorship with a starting date three months from the effective date of the Order, and reimburse the patient for all subsequent medical bills related to the sinus invasion by implants. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**OVER, LARRY M., D.M.D., 2013-0005**

Mr. Morris moved and Dr. Beck seconded that the Board issue a Notice of Proposed Disciplinary Action and offer the licensee a Consent Order in which the licensee would agree to be reprimanded, pay a \$10,000.00 civil penalty, complete 40 hours of community service within 12 months, and monthly submission of spore testing results for a period of one year from the effective date of the Order. The motion passed with Dr. Beck, Ms. Davidson, Mr. Harvey, Mr. Morris, and Mr. Tripp voting aye. Dr. Schwindt was opposed. Dr. Smith, Dr. Parker and Dr. Magnuson recused themselves.

**2013-0153**

Dr. Beck moved and Ms. Davidson seconded that the Board close the matter with a STRONGLY worded Letter of Concern addressing the issue of ensuring that pretreatment and post treatment

vital signs are taken and documented when administering nitrous oxide, that the name of the permit holder administering nitrous oxide is documented in the patient records, and that a dental justification is documented prior to providing treatment. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**SUNDBERG, VISEH, D.D.S., 2012-0095**

Mr. Tripp moved and Dr. Parker seconded that the Board issue a Notice of Proposed Disciplinary Action and offer the Licensee a Consent Order in which the Licensee would agree to be reprimanded, pay a \$10,000.00 civil penalty, complete 40 hours of community service within 12 months, and monthly submission of spore testing results for a period of one year from the effective date of the Order. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**USO, MADRID, D.D.S., 2013-0107**

Dr. Magnuson moved and Ms. Davidson seconded that the Board issue a Notice of Proposed Disciplinary Action and offer Licensee a Consent Order incorporating a reprimand, a \$1,000.00 civil penalty, and requirement that Licensee submit, with his license renewal applications, documentation verifying completion of continuing education for the licensure period 4/1/13 to 3/31/15. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**PREVIOUS CASES REQUIRING BOARD ACTION**

**BLODGET, KELLY J., D.M.D., 2013-0130**

Ms. Davidson moved and Dr. Beck seconded that the Board offer Licensee a Consent Order incorporating a reprimand, a \$10,000.00 civil penalty, 40 hours of community service to be completed within one year, and a requirement that, for a period of one year, Licensee submit proof of weekly spore testing on a monthly basis. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**CREW, JON W., D.D.S., 2008-0256**

Dr. Parker moved and Mr. Harvey seconded that the Board issue an Order of Dismissal. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**LEWIS, ANTHONY J., R.D.H., 2012-0177**

Dr. Parker moved and Dr. Magnuson seconded that the Board issue a Final Default Order revoking Licensee's Oregon dental hygiene license. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**REGAN, MICHAEL C., D.M.D., 2010-0186**

Mr. Harvey moved and Mr. Morris seconded that the Board offer Licensee a Consent Order incorporating a reprimand, a \$2,000.00 civil penalty, and completion of three hours of continuing education in record keeping within six months of the effective date of the Order. The motion passed with Dr. Schwindt, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr.

Smith and Mr. Tripp voting aye. Dr. Beck recused himself.

**RODRIGUEZ, ROBERT L., D.M.D., 2009-0275**

Mr. Morris moved and Dr. Smith seconded that the Board issue an Amended Proposed Order incorporating a reprimand, completion of three hours of Board approved continuing education in the area of record keeping within six months, complete three hours of Board continuing education in the area of risk management within six months, and reimbursement paid to the Board for the disciplinary proceedings, on 6/26/13, providing Licensee has not filed any exceptions. The motion passed with Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye. Dr. Schwindt recused himself.

**LICENSURE AND EXAMINATION**

**Review of Non-Resident Permits**

**Thomas P. Sweeny, DDS**

Dr. Smith moved and Dr. Parker seconded that the Board approve the non-resident permit as presented. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**Mark L. Moss, DDS**

Dr. Beck moved and Dr. Magnuson seconded that the Board approve the non-resident permit as presented. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**Request for Approval of Moderate Sedation Course - Gitanjalia P. Thanik, DDS**

Mr. Tripp moved and Dr. Magnuson seconded that the Board reject Dr. Thanik's Enteral Moderate Sedation Permit Application because she does not meet the educational requirements. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Smith and Mr. Tripp voting aye. Dr. Parker recused herself.

**Request for Investigative Summaries for cases 2012-0117, 2012-0064 and 2011-0103**

Dr. Magnuson moved and Dr. Beck seconded that the Board grant the request for investigative summaries. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

**Ratification of Licenses Issued**

As authorized by the Board, licenses to practice dentistry and dental hygiene were issued to applicants who fulfilled all routine licensure requirements. It is recommended the Board ratify issuance of the following licenses. Complete application files will be available for review during the Board meeting. Ms. Davidson moved and Dr. Magnuson seconded that licenses issued be ratified as published. The motion passed with Dr. Schwindt, Dr. Beck, Ms. Davidson, Mr. Harvey, Dr. Magnuson, Mr. Morris, Dr. Parker, Dr. Smith and Mr. Tripp voting aye.

### Dental Hygiene

|       |                                 |           |
|-------|---------------------------------|-----------|
| H6454 | SHELLEY L MATHEWS, R.D.H.       | 4/19/2013 |
| H6455 | TAMERA K JANCZE, R.D.H.         | 4/16/2013 |
| H6456 | CANDACE E LEHR, R.D.H.          | 4/16/2013 |
| H6457 | SHARON R MONTOYA, R.D.H.        | 4/16/2013 |
| H6458 | NICOLETTE G MAW, R.D.H.         | 4/16/2013 |
| H6459 | BRANDI D MAYHUGH, R.D.H.        | 4/16/2013 |
| H6460 | JENNIFER D PHILLIPS, R.D.H.     | 4/16/2013 |
| H6461 | HEATHER SESSIONS, R.D.H.        | 4/17/2013 |
| H6462 | CARLA F KOPCZYNSKI, R.D.H.      | 4/17/2013 |
| H6463 | AMANDA M RIZZI, R.D.H.          | 4/30/2013 |
| H6464 | BRITTANY N ALEXANDER, R.D.H.    | 4/30/2013 |
| H6465 | CARLA L EARL, R.D.H.            | 4/30/2013 |
| H6466 | DANA D BERGERON, R.D.H.         | 4/30/2013 |
| H6467 | TIFFANY D SAUVE, R.D.H.         | 4/30/2013 |
| H6468 | JORDAN Y MIKEL, R.D.H.          | 4/30/2013 |
| H6469 | AARON B SHEPARD, R.D.H.         | 4/30/2013 |
| H6470 | KRISTEN DIANE GRENKE, R.D.H.    | 4/30/2013 |
| H6471 | MARYAM D MOJARAB, R.D.H.        | 5/2/2013  |
| H6472 | AUNDREA M ALBRIGHT, R.D.H.      | 5/9/2013  |
| H6473 | RACHEL N GASCOIGNE, R.D.H.      | 5/9/2013  |
| H6474 | TESSIE L WILSON, R.D.H.         | 5/15/2013 |
| H6475 | LAURA M GULLEY, R.D.H.          | 5/15/2013 |
| H6476 | JACOB R TREANOR, R.D.H.         | 5/29/2013 |
| H6477 | BARBARA E LAYMANCE, R.D.H.      | 5/29/2013 |
| H6478 | JACQUELINE D CUNNINGHAM, R.D.H. | 5/29/2013 |
| H6479 | NICOLE M O'BRIEN, R.D.H.        | 5/29/2013 |
| H6480 | MANDY M HAVERCROFT, R.D.H.      | 6/6/2013  |
| H6481 | MELISSA K TURNER, R.D.H.        | 6/6/2013  |
| H6482 | ERIN N SCHWABAUER, R.D.H.       | 6/6/2013  |

### Dentists

|       |                            |           |
|-------|----------------------------|-----------|
| D9854 | CHRISTY Y CHU, D.D.S.      | 4/16/2013 |
| D9855 | ANU AHEER, D.M.D.          | 4/16/2013 |
| D9856 | NATALIE J BALLAS, D.D.S.   | 4/30/2013 |
| D9857 | O. NATASHA TAM, D.M.D.     | 4/30/2013 |
| D9858 | KELLY A DEZURA, D.M.D.     | 5/2/2013  |
| D9859 | JEFFREY D ANDERSON, D.D.S. | 5/9/2013  |
| D9860 | PAUL L FOX, D.M.D.         | 5/9/2013  |
| D9861 | TRAVIS J HAMILTON, D.M.D.  | 5/9/2013  |
| D9862 | JONATHAN M HALL, D.M.D.    | 5/15/2013 |
| D9863 | RYAN C DUVAL, D.M.D.       | 5/15/2013 |
| D9864 | GARY R NELSON, D.D.S.      | 5/15/2013 |
| D9865 | BRIAN A SMITH, D.M.D.      | 5/15/2013 |
| D9866 | RACHAEL J CRESTO, D.M.D.   | 5/29/2013 |
| D9867 | PAUL A CONCIDINE, D.D.S.   | 5/29/2013 |

|       |                             |           |
|-------|-----------------------------|-----------|
| D9868 | BRIAN R SUMMERS, D.M.D.     | 5/29/2013 |
| D9869 | EDWARD S NAM, D.D.S.        | 5/29/2013 |
| D9870 | JESSE D HOLLANDER, D.M.D.   | 5/29/2013 |
| D9871 | NIKLAUS A SPENDLOVE, D.M.D. | 6/6/2013  |
| D9872 | IDA G HAZEEM-LAYOUS, D.M.D. | 6/6/2013  |
| D9873 | KATHLEEN M ROCK, D.M.D.     | 6/6/2013  |
| D9874 | ELIZABETH C SASSE, D.D.S.   | 6/6/2013  |
| D9875 | KATELYN J HENDERSON, D.D.S. | 6/6/2013  |
| D9876 | KATIE L MARSH, D.M.D.       | 6/6/2013  |

### **Announcement**

No announcements

### **ADJOURNMENT**

The meeting was adjourned at 12:35 p.m. Dr. Hongo stated that the next Board meeting would take place August 16, 2013.

Approved by the Board August 16, 2013.

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Jonna E. Hongo, D.M.D.  
President

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# ASSOCIATION REPORTS

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# COMMITTEE REPORTS

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**EXECUTIVE  
DIRECTORS  
REPORT**

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## **EXECUTIVE DIRECTOR'S REPORT**

### **August 16, 2013**

#### **OBD Budget Status Report**

Attached is the latest budget report for the 2011-2013 Biennium. This report, which is from July 1, 2011 through June 30, 2013, shows revenue of \$2,573,469.69 and expenditures of \$2,311,401.54. These are not the actual final number for 2011 – 2013 but they will be pretty close. This reflects that the OBD exceeded the revenue projection of \$2,457,200.00 by \$116,269.69 and did not spend the expenditure limit of \$2,502,044.00 but we under spent the budget by \$182,927.47. The Board's newly Legislatively Approved Budget for the 2013 – 2015 Biennium is \$2,614,968.00. If Board members have questions on this budget report format, please feel free to ask me. **Attachment #1**

#### **Customer Service Survey**

Attached is a chart which shows the OBD State Legislatively Mandated Customer Service Survey Results from July 1, 2012 through June 30, 2013.

The results of the survey show that the OBD continues to receive positive comments from the majority of those that return the surveys. The booklet containing the written comments that are on the survey forms, which staff has reviewed, are available on the table for Board members to review. **Attachment #2**

#### **Board and Staff Speaking Engagements**

I made a presentation on "Record Keeping" and "Updates from the OBD" to the Oregon Periodontists Society on Sunday at the Columbia Gorge Hotel in Hood River, Oregon on Sunday July 21, 2013.

I made a presentation on "Record Keeping" and "Updates from the OBD" to Advantage Dental at Eagle Crest in Redmond on Friday, July 26, 2013.

#### **Office Lease**

We have secured a new lease for the OBD. We have signed a one-year lease with PSU for the existing space with the hope that we will be able to sublease if not part, but some of the space and will move to the new space on or about December 1, 2013.

The new lease is a seven year and eight months lease and the OBD will not have to begin rent payments until August 1, 2014.

I will be able to go into more detail at the Board Meeting and be able to answer questions surrounding the move and the new lease.

#### **Best Practices Self Assessments**

As a part of the legislatively approved Performance Measures, the Board needs to complete the attached Best Practices Self-Assessment so that it can be included as a part of the 2013 Performance Measures Report. **Attachment # 3**

### **Agency Head Financial Transaction Report 7/1/2012 – 6/30/2013**

Board Policy requires that at least annually the entire Board review agency head financial transactions and that acceptance of the report will be placed in the minutes. The Board reviews and approves this report which follows the close of the recent fiscal year. **Attachment # 4**

### **HPSP Annual Report**

Please find the 3<sup>rd</sup> Annual HPSP Report. Mr. Wayson and I will be happy to answer questions that you might have on this report. **Attachment # 5**

### **State of Oregon 2013 – 2015 Affirmative Action Report**

Attached please find the 2013-2015 Affirmative Action Summary Report. All state agencies within the Executive Branch successfully submitted their agency's Affirmative Action plan. The Summary Report highlights agency best practices, recommendations and data that captures a biennial overview of EEO data across the State of Oregon Enterprise. **Attachment # 6**

### **Newsletter**

We should begin work on the fall newsletter and would encourage Board members to submit articles.



**BOARD OF DENTISTRY**  
**Fund 3400 BOARD OF DENTISTRY**  
**For the Month of JUNE 2013**

**REVENUES**

| <u>Budget</u> | <u>Budget Obj Title</u>             | <u>Monthly Activity</u> | <u>Biennium to Date</u> | <u>Financial Plan</u> | <u>Unobligated Plan</u> | <u>Monthly Avg to</u> | <u>Monthly Avg to</u> |
|---------------|-------------------------------------|-------------------------|-------------------------|-----------------------|-------------------------|-----------------------|-----------------------|
| <u>Obj</u>    |                                     |                         | <u>Activity</u>         |                       |                         | <u>Date</u>           | <u>Spend</u>          |
| 0205          | OTHER BUSINESS LICENSES             | 55,759.00               | 2,388,364.26            | 2,327,200.00          | -61,164.26              | 99,515.18             | #NAN                  |
| 0210          | OTHER NONBUSINESS LICENSES AND FEES | 450.00                  | 15,850.00               | 40,000.00             | 24,150.00               | 660.42                | #NAN                  |
| 0410          | CHARGES FOR SERVICES                | 0.00                    | 0.00                    | 5,000.00              | 5,000.00                | 0.00                  | #INF                  |
| 0505          | FINES AND FORFEITS                  | 7,000.00                | 136,758.14              | 50,000.00             | -86,758.14              | 5,698.26              | #NAN                  |
| 0605          | INTEREST AND INVESTMENTS            | 328.77                  | 7,929.52                | 10,000.00             | 2,070.48                | 330.40                | #NAN                  |
| 0975          | OTHER REVENUE                       | 1,036.90                | 24,567.77               | 25,000.00             | 432.23                  | 1,023.66              | #NAN                  |
|               |                                     | <b>64,574.67</b>        | <b>2,573,469.69</b>     | <b>2,457,200.00</b>   | <b>-116,269.69</b>      | <b>107,227.90</b>     | <b>#NAN</b>           |

**TRANSFER OUT**

| <u>Budget</u> | <u>Budget Obj Title</u>       | <u>Monthly Activity</u> | <u>Biennium to Date</u> | <u>Financial Plan</u> | <u>Unobligated Plan</u> | <u>Monthly Avg to</u> | <u>Monthly Avg to</u> |
|---------------|-------------------------------|-------------------------|-------------------------|-----------------------|-------------------------|-----------------------|-----------------------|
| <u>Obj</u>    |                               |                         | <u>Activity</u>         |                       |                         | <u>Date</u>           | <u>Spend</u>          |
| 2100          | TRANSFER OUT TO DEPT OF HUMAN | 0.00                    | 0.00                    | 0.00                  | 0.00                    | 0.00                  | #NAN                  |
| 2443          | TRANSFER OUT TO OREGON HEALTH | 0.00                    | 197,485.00              | 208,000.00            | 10,515.00               | 8,228.54              | #NAN                  |
|               |                               | <b>0.00</b>             | <b>197,485.00</b>       | <b>208,000.00</b>     | <b>10,515.00</b>        | <b>8,228.54</b>       | <b>#NAN</b>           |

**PERSONAL SERVICES**

| <u>Budget</u> | <u>Budget Obj Title</u>             | <u>Monthly Activity</u> | <u>Biennium to Date</u> | <u>Financial Plan</u> | <u>Unobligated Plan</u> | <u>Monthly Avg to</u> | <u>Monthly Avg to</u> |
|---------------|-------------------------------------|-------------------------|-------------------------|-----------------------|-------------------------|-----------------------|-----------------------|
| <u>Obj</u>    |                                     |                         | <u>Activity</u>         |                       |                         | <u>Date</u>           | <u>Spend</u>          |
| 3110          | CLASS/UNCLASS SALARY & PER DIEM     | 38,771.00               | 842,753.27              | 855,336.00            | 12,582.73               | 35,114.72             | #NAN                  |
| 3160          | TEMPORARY APPOINTMENTS              | 0.00                    | 14,107.23               | 3,717.00              | -10,390.23              | 587.80                | #NAN                  |
| 3170          | OVERTIME PAYMENTS                   | 0.00                    | 12,233.74               | 3,575.00              | -8,658.74               | 509.74                | #NAN                  |
| 3180          | SHIFT DIFFERENTIAL                  | 0.00                    | 104.25                  | 0.00                  | -104.25                 | 4.34                  | #INF                  |
| 3210          | ERB ASSESSMENT                      | 8.50                    | 193.80                  | 287.00                | 93.20                   | 8.08                  | #NAN                  |
| 3220          | PUBLIC EMPLOYEES' RETIREMENT SYSTEM | 5,344.49                | 119,190.48              | 123,464.00            | 4,273.52                | 4,966.27              | #NAN                  |
| 3221          | PENSION BOND CONTRIBUTION           | 2,173.91                | 48,462.58               | 49,432.00             | 969.42                  | 2,019.27              | #NAN                  |
| 3230          | SOCIAL SECURITY TAX                 | 2,915.33                | 66,106.43               | 71,160.00             | 5,053.57                | 2,754.43              | #NAN                  |
| 3250          | WORKERS' COMPENSATION ASSESSMENT    | 21.51                   | 395.73                  | 413.00                | 17.27                   | 16.49                 | #NAN                  |
| 3260          | MASS TRANSIT                        | 206.05                  | 4,843.40                | 5,581.00              | 737.60                  | 201.81                | #NAN                  |
| 3270          | FLEXIBLE BENEFITS                   | 8,288.14                | 188,507.17              | 201,638.00            | 13,130.83               | 7,854.47              | #NAN                  |
|               |                                     | <b>57,728.93</b>        | <b>1,296,898.08</b>     | <b>1,314,603.00</b>   | <b>17,704.92</b>        | <b>54,037.42</b>      | <b>#NAN</b>           |

**SERVICES and SUPPLIES**

| <u>Budget</u> | <u>Budget Obj Title</u>            | <u>Monthly Activity</u> | <u>Biennium to Date</u> | <u>Financial Plan</u> | <u>Unobligated Plan</u> | <u>Monthly Avg to</u> | <u>Monthly Avg to</u> |
|---------------|------------------------------------|-------------------------|-------------------------|-----------------------|-------------------------|-----------------------|-----------------------|
| <u>Obj</u>    |                                    |                         | <u>Activity</u>         |                       |                         | <u>Date</u>           | <u>Spend</u>          |
| 4100          | INSTATE TRAVEL                     | 2,342.21                | 50,019.14               | 46,655.00             | -3,364.14               | 2,084.13              | #NAN                  |
| 4125          | OUT-OF-STATE TRAVEL                | 791.36                  | 24,155.71               | 24,672.00             | 516.29                  | 1,006.49              | #NAN                  |
| 4150          | EMPLOYEE TRAINING                  | 0.00                    | 8,000.00                | 6,617.00              | -1,383.00               | 333.33                | #NAN                  |
| 4175          | OFFICE EXPENSES                    | 9,220.04                | 77,918.79               | 78,445.00             | 526.21                  | 3,246.62              | #NAN                  |
| 4200          | TELECOMM/TECH SVC AND SUPPLIES     | 765.59                  | 22,734.00               | 25,757.00             | 3,023.00                | 947.25                | #NAN                  |
| 4225          | STATE GOVERNMENT SERVICE CHARGES   | 30.25                   | 68,168.11               | 78,170.00             | 10,001.89               | 2,840.34              | #NAN                  |
| 4250          | DATA PROCESSING                    | 220.00                  | 4,237.25                | 5,400.00              | 1,162.75                | 176.55                | #NAN                  |
| 4275          | PUBLICITY & PUBLICATIONS           | 30.80                   | 19,861.61               | 13,084.00             | -6,777.61               | 827.57                | #NAN                  |
| 4300          | PROFESSIONAL SERVICES              | 8,028.92                | 92,960.38               | 79,219.00             | -13,741.38              | 3,873.35              | #NAN                  |
| 4315          | IT PROFESSIONAL SERVICES           | 2,430.00                | 20,280.00               | 50,000.00             | 29,720.00               | 845.00                | #NAN                  |
| 4325          | ATTORNEY GENERAL LEGAL FEES        | 5,210.80                | 154,177.78              | 188,592.00            | 34,414.22               | 6,424.07              | #NAN                  |
| 4375          | EMPLOYEE RECRUITMENT AND           | 0.00                    | 0.00                    | 621.00                | 621.00                  | 0.00                  | #INF                  |
| 4400          | DUES AND SUBSCRIPTIONS             | 0.00                    | 9,811.30                | 8,276.00              | -1,535.30               | 408.80                | #NAN                  |
| 4425          | FACILITIES RENT & TAXES            | 5,732.09                | 137,839.84              | 139,571.00            | 1,731.16                | 5,743.33              | #NAN                  |
| 4475          | FACILITIES MAINTENANCE             | 0.00                    | 790.00                  | 514.00                | -276.00                 | 32.92                 | #NAN                  |
| 4575          | AGENCY PROGRAM RELATED SVCS & SUPP | 4,895.25                | 91,241.50               | 164,976.00            | 73,734.50               | 3,801.73              | #NAN                  |
| 4650          | OTHER SERVICES AND SUPPLIES        | 575.06                  | 41,253.56               | 40,300.00             | -953.56                 | 1,718.90              | #NAN                  |
| 4700          | EXPENDABLE PROPERTY \$250-\$5000   | 0.00                    | 1,606.16                | 5,140.00              | 3,533.84                | 66.92                 | #NAN                  |
| 4715          | IT EXPENDABLE PROPERTY             | 0.00                    | 267.92                  | 5,140.00              | 4,872.08                | 11.16                 | #NAN                  |
|               |                                    | <b>40,272.37</b>        | <b>825,323.05</b>       | <b>961,149.00</b>     | <b>135,825.95</b>       | <b>34,388.46</b>      | <b>#NAN</b>           |

**SPECIAL PAYMENTS**

| <u>Budget</u> | <u>Budget Obj Title</u>         | <u>Monthly Activity</u> | <u>Biennium to Date</u> | <u>Financial Plan</u> | <u>Unobligated Plan</u> | <u>Monthly Avg to</u> | <u>Monthly Avg to</u> |
|---------------|---------------------------------|-------------------------|-------------------------|-----------------------|-------------------------|-----------------------|-----------------------|
| <u>Obj</u>    |                                 |                         | <u>Activity</u>         |                       |                         | <u>Date</u>           | <u>Spend</u>          |
| 6100          | DISTRIBUTION TO DEPT OF HUMAN   | 0.00                    | 0.00                    | 0.00                  | 0.00                    | 0.00                  |                       |
| 6443          | DIST TO OREGON HEALTH AUTHORITY | 23,927.00               | 177,438.00              | 226,292.00            | 48,854.00               | 7,393.25              | #NAN                  |
|               |                                 | <b>23,927.00</b>        | <b>177,438.00</b>       | <b>226,292.00</b>     | <b>48,854.00</b>        | <b>7,393.25</b>       | <b>#NAN</b>           |

**SUMMARY TOTALS**

|                    |
|--------------------|
| 3400               |
| BOARD OF DENTISTRY |

|              |                       | <u>Month Activity</u> | <u>Biennium Activity</u> |
|--------------|-----------------------|-----------------------|--------------------------|
| REVENUES     | REVENUE               | 64,574.67             | 2,573,469.69             |
|              | Total                 | 64,574.67             | 2,573,469.69             |
| EXPENDITURES | PERSONAL SERVICES     | 57,728.93             | 1,296,898.08             |
|              | SERVICES AND SUPPLIES | 40,272.37             | 825,323.05               |
|              | Total                 | 98,001.30             | 2,122,221.13             |
| TRANSFER OUT | TRANSFER OUT          | 0.00                  | 197,485.00               |
|              | Total                 | 0.00                  | 197,485.00               |

|                    |
|--------------------|
| 3400               |
| BOARD OF DENTISTRY |

|                  |                  | <u>Month Activity</u> | <u>Biennium Activity</u> |
|------------------|------------------|-----------------------|--------------------------|
| SPECIAL PAYMENTS | SPECIAL PAYMENTS | 23,927.00             | 177,438.00               |
|                  | Total            | 23,927.00             | 177,438.00               |

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**BOARD OF DENTISTRY**

**2011-13 CASH FLOW**

Actuals through June 2013

Projections as of 7/23/13

Actuals = Highlighted

Fiscal Year 2012

Fiscal Year 2013

|  | 2011<br>JULY     | 2011<br>AUGUST    | 2011<br>SEPT      | 2011<br>OCT      | 2011<br>NOV      | 2011<br>DEC      | 2012<br>JAN       | 2012<br>FEB       | 2012<br>MAR       | 2012<br>APR        | 2012<br>MAY      | 2012<br>JUN      | Mo. 13            | 2012<br>JUL       | 2012<br>AUG       | 2012<br>SEP       |
|--|------------------|-------------------|-------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|--------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning Cash Balance                       | 589,074.12       | 574,798.78        | 641,220.84        | 722,472.55       | 662,000.42       | 595,230.75       | 517,437.68        | 584,475.49        | 665,372.51        | 846,837.12         | 726,132.46       | 668,410.42       | 632,756.43        | 616,221.28        | 634,624.69        | 724,074.09        |
| <b>REVENUE</b>                               |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 0205 OTHER BUSINESS LICENSES                 | 57,034.00        | 156,341.00        | 176,315.00        | 26,445.00        | 10,201.00        | 13,110.00        | 148,712.00        | 230,960.00        | 240,927.00        | 38,962.26          | 25,628.00        | 47,985.00        | -                 | 91,990.00         | 174,332.00        | 159,591.00        |
| 0210 OTHER NONBUSINESS LIC & FEES            |                  |                   | 1,400.00          | 600.00           | 1,150.00         | 100.00           | 500.00            | 750.00            | 1,500.00          | 1,650.00           | -                | -                | -                 | 650.00            | 1,200.00          | 2,050.00          |
| 0410 CHARGES FOR SERVICES                    |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 0505 FINES AND FORFEITS                      | 3,000.00         | -                 | 10,000.00         | -                | 8,500.00         | 4,500.00         | -                 | 7,758.14          | 11,500.00         | 3,000.00           | 14,000.00        | 3,000.00         | -                 | 2,500.00          | 10,000.00         | 5,000.00          |
| 0605 INTEREST AND INVESTMENTS                | 267.48           | 272.22            | 296.88            | 314.89           | 275.64           | 256.11           | 231.86            | 266.49            | 364.58            | 428.62             | 375.49           | 335.31           | -                 | 335.28            | 367.28            | 399.60            |
| 0975 OTHER REVENUE                           | 822.98           | 1,300.00          | 1,271.22          | 1,120.00         | 939.82           | 840.00           | 742.90            | 1,076.90          | 1,011.30          | 979.70             | 936.10           | 642.64           | -                 | 1,011.30          | 1,370.00          | 1,077.50          |
| <b>TOTAL REVENUE</b>                         | <b>61,124.46</b> | <b>157,913.22</b> | <b>189,283.10</b> | <b>28,479.89</b> | <b>21,066.46</b> | <b>18,806.11</b> | <b>150,186.76</b> | <b>240,811.53</b> | <b>255,302.88</b> | <b>45,020.58</b>   | <b>40,939.59</b> | <b>51,962.95</b> | <b>-</b>          | <b>96,486.58</b>  | <b>187,269.28</b> | <b>168,118.10</b> |
| <b>TRANSFER OUT</b>                          |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 2100 TRANSFER OUT TO DHS                     | -                | -                 | -                 | 1,755.00         | -                | -                | 675.00            | (2,430.00)        | -                 | -                  | -                | -                | -                 | -                 | -                 | -                 |
| 2443 TRANSFER OUT TO OHA                     | -                | -                 | -                 | -                | -                | -                | -                 | 21,525.00         | -                 | 78,345.00          | -                | -                | 2,385.00          | (2,385.00)        | 2,385.00          | -                 |
| <b>TOTAL TRANSFER OUT</b>                    | <b>-</b>         | <b>-</b>          | <b>-</b>          | <b>1,755.00</b>  | <b>-</b>         | <b>-</b>         | <b>675.00</b>     | <b>19,095.00</b>  | <b>-</b>          | <b>78,345.00</b>   | <b>-</b>         | <b>-</b>         | <b>2,385.00</b>   | <b>(2,385.00)</b> | <b>2,385.00</b>   | <b>-</b>          |
| <b>AVAILABLE REVENUE</b>                     | <b>61,124.46</b> | <b>157,913.22</b> | <b>189,283.10</b> | <b>26,724.89</b> | <b>21,066.46</b> | <b>18,806.11</b> | <b>149,511.76</b> | <b>221,716.53</b> | <b>255,302.88</b> | <b>(33,324.42)</b> | <b>40,939.59</b> | <b>51,962.95</b> | <b>(2,385.00)</b> | <b>98,871.58</b>  | <b>184,884.28</b> | <b>168,118.10</b> |
| <b>PERSONAL SERVICES</b>                     |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 3110 CLASS/UNCLASS SALARY                    | 35,905.00        | 39,109.00         | 33,838.83         | 37,666.96        | 34,533.87        | 44,679.71        | 31,274.14         | 34,835.76         | 27,252.56         | 35,180.62          | 32,950.14        | 31,797.38        | (1,500.50)        | 39,417.37         | 32,316.42         | 31,950.14         |
| 3160 TEMPORARY APPOINTMENTS                  |                  |                   |                   |                  |                  |                  | 2,163.98          | 2,223.10          | 2,152.15          | 1,702.80           | 2,577.85         | 2,341.35         | -                 | 946.00            | -                 | -                 |
| 3170 OVERTIME PAYMENTS                       |                  | 185.44            | 145.13            | 129.00           | -                | 4,970.98         | 390.56            | 866.33            | 589.50            | 869.82             | 335.69           | 639.09           | -                 | 374.42            | 229.25            | -                 |
| 3180 SHIFT DIFFERENTIAL                      |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 3210 ERB ASSESSMENT                          | 8.50             | 8.50              | 8.50              | 8.50             | 8.50             | 8.50             | 8.50              | 8.50              | 8.50              | 8.50               | 8.50             | 8.50             | -                 | 8.50              | 8.50              | 8.50              |
| 3220 PUBLIC EMPLOYEES' RETIREMT              | 5,294.63         | 5,323.47          | 5,245.85          | 5,092.84         | 5,100.07         | 6,894.99         | 4,612.93          | 4,743.99          | 4,689.44          | 4,743.80           | 4,599.37         | 4,648.98         | -                 | 4,662.48          | 4,662.93          | 4,356.57          |
| 3221 PENSION BOND CONTRIBUTION               | 2,041.40         | 2,052.43          | 2,022.07          | 1,963.46         | 2,092.57         | 2,824.64         | 1,895.38          | 1,948.51          | 1,924.90          | 1,947.21           | 1,888.99         | 1,913.09         | -                 | 1,914.49          | 1,914.87          | 1,789.32          |
| 3230 SOCIAL SECURITY TAX                     | 2,723.83         | 2,983.08          | 2,576.90          | 2,868.53         | 2,618.93         | 3,784.14         | 2,541.52          | 2,854.93          | 2,482.20          | 2,841.76           | 2,697.20         | 2,614.13         | -                 | 2,951.42          | 2,554.27          | 2,393.96          |
| 3250 WORKERS' COMPENSATION                   | 14.76            | 19.95             | 14.50             | 19.94            | 14.06            | 16.36            | 14.65             | 15.52             | 13.86             | 18.14              | 17.43            | 14.28            | -                 | 18.96             | 14.05             | 11.99             |
| 3260 MASS TRANSIT                            | 205.85           | 206.96            | 203.90            | 197.98           | 198.34           | 267.72           | 192.62            | 198.01            | 195.34            | 194.76             | 194.50           | 195.38           | -                 | 201.46            | 199.10            | 188.01            |
| 3270 FLEXIBLE BENEFITS                       | 8,338.03         | 8,338.03          | 8,338.03          | 8,338.03         | 8,338.03         | 8,116.58         | 6,904.41          | 6,904.41          | 6,904.41          | 6,904.41           | 6,904.41         | 6,904.41         | -                 | 7,803.40          | 7,803.40          | 7,803.40          |
|  | 54,532.00        | 58,226.86         | 52,393.71         | 56,285.24        | 52,904.37        | 71,563.62        | 49,996.99         | 54,597.36         | 46,211.16         | 54,410.12          | 52,172.38        | 51,074.89        | (1,500.50)        | 58,298.50         | 49,702.79         | 48,501.89         |
| <b>SERVICES AND SUPPLIES</b>                 |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 4100 INSTATE TRAVEL                          | 405.39           | 3,158.90          | 3,058.34          | 2,537.92         | 484.38           | 2,670.36         | 672.69            | 3,519.54          | 1,174.33          | 2,249.97           | 1,227.50         | 2,322.67         | 33.33             | 715.98            | 3,681.08          | 3,648.05          |
| 4125 OUT-OF-STATE TRAVEL                     | 1,237.44         | 554.24            | -                 | 4,541.56         | 662.02           | 248.28           | 2,513.52          | 1,793.55          | (4,210.37)        | 6,312.50           | -                | 739.87           | (2,703.56)        | 3,093.56          | (948.18)          | -                 |
| 4150 EMPLOYEE TRAINING                       | 2,170.00         | -                 | 60.00             | -                | -                | -                | -                 | 1,640.00          | 50.00             | -                  | 125.00           | 300.00           | -                 | 1,910.00          | -                 | -                 |
| 4175 OFFICE EXPENSES                         | 655.31           | 3,799.08          | 6,212.64          | 1,269.83         | 6,241.86         | 1,502.01         | 1,027.32          | 5,505.77          | 6,107.17          | 1,457.87           | 981.77           | 6,402.47         | 418.92            | 1,276.54          | 1,473.72          | 1,186.48          |
| 4200 TELECOMM/TECH SVC & SUPP                | 50.44            | 50.24             | 929.53            | 1,820.04         | 1,391.52         | 1,568.96         | 1,048.10          | 1,056.20          | 1,055.08          | 1,195.51           | 1,062.23         | 1,059.73         | 997.83            | 34.42             | 925.12            | 920.18            |
| 4225 STATE GOVERNMT SRVC CHRGS               | 1,527.35         | 11,666.50         | 20,836.50         | 988.57           | 270.75           | 32.90            | 995.49            | 292.15            | 65.05             | 996.96             | 277.65           | 29.35            | 320.08            | 1,635.55          | 24,387.05         | 56.55             |
| 4250 DATA PROCESSING                         | 110.00           | 210.00            | 298.75            | 265.00           | 110.00           | 162.50           | 85.00             | 242.50            | -                 | 325.00             | 210.00           | 295.00           | -                 | 160.00            | 140.00            | 150.00            |
| 4275 PUBLICITY & PUBLICATIONS                | 489.76           | 544.51            | 265.05            | 482.80           | 762.90           | -                | 2,599.24          | 2,574.52          | 216.39            | 1,388.66           | -                | 276.23           | -                 | 644.03            | 5.96              | 36.25             |
| 4300 PROFESSIONAL SERVICES                   | 4,062.50         | 2,675.00          | 2,750.00          | 3,125.00         | 5,250.00         | 2,443.92         | 4,525.00          | 6,660.79          | 3,350.00          | 4,641.11           | 2,584.87         | 5,536.08         | 1,366.48          | 1,787.50          | 3,587.50          | 2,562.50          |
| 4315 IT PROFESSIONAL SERVICES                |                  |                   |                   |                  |                  | 4,500.00         | -                 | -                 | 2,300.00          | -                  | -                | -                | 3,600.00          | -                 | -                 | 2,300.00          |
| 4325 ATTORNEY GENERAL LEGAL FEES             |                  | 1,332.40          | 10,948.10         | 7,829.40         | 11,748.50        | 4,185.25         | 9,182.80          | 6,804.06          | 7,425.40          | 6,249.25           | 11,384.30        | 9,620.70         | 7,362.82          | -                 | 1,709.20          | 8,778.10          |
| 4375 EMPLOYEE RECRUIT & DEVELOP              |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 4400 DUES AND SUBSCRIPTIONS                  | 3,476.00         | -                 | -                 | -                | 64.95            | 1,078.00         | 165.00            | -                 | 65.00             | -                  | 74.95            | -                | -                 | 3,570.00          | 204.00            | 198.00            |
| 4425 FACILITIES RENT & TAXES                 | 5,560.27         | 5,645.33          | 5,645.33          | 5,645.33         | 6,312.56         | 5,645.33         | 5,645.33          | 5,645.33          | 5,645.33          | 5,645.33           | 5,645.33         | 5,645.33         | -                 | 5,645.33          | 5,732.09          | 5,732.09          |
| 4475 FACILITIES MAINTENANCE                  |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 4575 AGY PROG RELATED SVCS & SUPP            | 142.50           | 1,370.75          | 2,504.50          | 1,474.50         | 1,532.50         | 624.50           | 730.25            | 875.75            | 836.00            | 1,069.25           | 1,533.50         | 4,087.00         | 3,363.00          | 370.50            | 2,761.00          | 54,164.00         |
| 4650 OTHER SERVICES AND SUPPLIES             | 980.84           | 2,257.35          | 2,128.94          | 931.83           | 99.82            | 373.55           | 3,287.22          | 4,295.99          | 3,547.73          | 1,438.71           | 32.15            | 441.31           | 615.52            | 1,326.26          | 1,883.06          | 2,687.10          |
| 4700 EXPENDABLE PROPERTY                     |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 4715 IT EXPENDABLE PROPERTY                  |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  | 62.54            | -                 | -                 | 190.49            | -                 |
|  | 20,867.80        | 33,264.30         | 55,637.68         | 30,911.78        | 34,931.76        | 25,035.56        | 32,476.96         | 40,906.15         | 27,627.11         | 32,970.12          | 25,139.25        | 36,542.05        | 15,650.65         | 22,169.67         | 45,732.09         | 82,419.30         |
| <b>SPECIAL PAYMENTS</b>                      |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 6100 DISTRIBUTION TO DEPT HUMAN SVCS         |                  |                   |                   |                  |                  |                  |                   |                   |                   |                    |                  |                  |                   |                   |                   |                   |
| 6443 DIST TO OREGON HEALTH AUTHORITY         |                  |                   |                   |                  |                  |                  |                   | 45,316.00         | -                 | -                  | 21,350.00        | -                | -                 | -                 | -                 | -                 |
|  |                  |                   |                   |                  |                  |                  |                   | 45,316.00         | -                 | -                  | 21,350.00        | -                | -                 | -                 | -                 | -                 |
| <b>TOTAL EXPENDITURES &amp; SPECIAL PMTS</b> | <b>75,399.80</b> | <b>91,491.16</b>  | <b>108,031.39</b> | <b>87,197.02</b> | <b>87,836.13</b> | <b>96,599.18</b> | <b>82,473.95</b>  | <b>140,819.51</b> | <b>73,838.27</b>  | <b>87,380.24</b>   | <b>98,661.63</b> | <b>87,616.94</b> | <b>14,150.15</b>  | <b>80,468.17</b>  | <b>95,434.88</b>  | <b>130,921.19</b> |
| Ending Cash Balance                          | 574,798.78       | 641,220.84        | 722,472.55        | 662,000.42       | 595,230.75       | 517,437.68       | 584,475.49        | 665,372.51        | 846,837.12        | 726,132.46         | 668,410.42       | 632,756.43       | 616,221.28        | 634,624.69        | 724,074.09        | 761,271.00        |

**BOARD OF DENTISTRY**

**2011-13 CASH FLOW**

Actuals through June 2013

Projections as of 7/23/13

|  | 2012             | 2012             | 2012              | 2013              | 2013              | 2013              | 2013               | 2013             | 2013              | 2013              | Mo. 13          | ACTUALS             | 2011-13             | PROJECTION          | NOTES               |
|--|------------------|------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------|-------------------|-------------------|-----------------|---------------------|---------------------|---------------------|---------------------|
|  | OCT              | NOV              | DEC               | JAN               | FEB               | MAR               | APR                | MAY              | JUN               |                   |                 | BIENNIUM            | STRAIGHTLINE        | FINANCIAL           | TO FIN PLAN         |
|  |                  |                  |                   |                   |                   |                   |                    |                  |                   |                   |                 | TO DATE             | PROJECTIONS         | PLAN                | (over)/under        |
| Beginning Cash Balance                       | 761,271.00       | 698,362.28       | 657,187.54        | 545,507.01        | 614,650.31        | 769,865.69        | 901,186.46         | 750,888.42       | 722,753.31        | 665,399.68        |                 |                     | 589,074.12          |                     |                     |
| <b>REVENUE</b>                               |                  |                  |                   |                   |                   |                   |                    |                  |                   |                   |                 |                     |                     |                     |                     |
| 0205 OTHER BUSINESS LICENSES                 | 19,831.80        | 25,120.00        | 10,766.00         | 145,901.00        | 245,254.00        | 216,848.20        | 24,864.00          | 45,487.00        | 55,759.00         |                   |                 | 2,388,364.26        | 2,388,364.26        | 2,327,200.00        | (61,164.26)         |
| 0210 OTHER NONBUSINESS LIC & FEES            | 100.00           | 800.00           | 750.00            | -                 | 650.00            | 650.00            | 800.00             | 100.00           | 450.00            |                   |                 | 15,850.00           | 15,850.00           | 40,000.00           | 24,150.00           |
| 0410 CHARGES FOR SERVICES                    | -                | -                | -                 | -                 | -                 | -                 | -                  | -                | -                 |                   |                 | -                   | -                   | 5,000.00            | 5,000.00            |
| 0505 FINES AND FORFEITS                      | -                | 8,000.00         | 10,000.00         | 8,000.00          | 15,000.00         | -                 | -                  | 6,000.00         | 7,000.00          |                   |                 | 136,758.14          | 136,758.14          | 50,000.00           | (86,758.14)         |
| 0605 INTEREST AND INVESTMENTS                | 403.61           | 351.82           | 312.49            | 288.79            | 302.28            | 406.59            | 394.11             | 353.33           | 328.77            |                   |                 | 7,929.52            | 7,929.52            | 10,000.00           | 2,070.48            |
| 0975 OTHER REVENUE                           | 760.00           | 1,176.30         | 877.60            | 1,132.47          | 990.00            | 886.37            | 1,561.20           | 1,004.57         | 1,036.90          |                   |                 | 24,567.77           | 24,567.77           | 25,000.00           | 432.23              |
| <b>TOTAL REVENUE</b>                         | <b>21,095.41</b> | <b>35,448.12</b> | <b>22,706.09</b>  | <b>155,322.26</b> | <b>262,196.28</b> | <b>218,791.16</b> | <b>27,619.31</b>   | <b>52,944.90</b> | <b>64,574.67</b>  | <b>-</b>          | <b>-</b>        | <b>2,573,469.69</b> | <b>2,573,469.69</b> | <b>2,457,200.00</b> | <b>(116,269.69)</b> |
| <b>TRANSFER OUT</b>                          |                  |                  |                   |                   |                   |                   |                    |                  |                   |                   |                 |                     |                     |                     |                     |
| 2100 TRANSFER OUT TO DHS                     | -                | -                | -                 | -                 | -                 | -                 | -                  | -                | -                 |                   |                 | -                   | -                   | -                   | -                   |
| 2443 TRANSFER OUT TO OHA                     | -                | -                | -                 | 1,890.00          | -                 | -                 | 93,340.00          | -                | -                 |                   | 2,385.00        | 199,870.00          | 199,870.00          | 208,000.00          | 8,130.00            |
| <b>TOTAL TRANSFER OUT</b>                    | <b>-</b>         | <b>-</b>         | <b>-</b>          | <b>1,890.00</b>   | <b>-</b>          | <b>-</b>          | <b>93,340.00</b>   | <b>-</b>         | <b>-</b>          | <b>-</b>          | <b>2,385.00</b> | <b>199,870.00</b>   | <b>199,870.00</b>   | <b>208,000.00</b>   | <b>8,130.00</b>     |
| <b>AVAILABLE REVENUE</b>                     | <b>21,095.41</b> | <b>35,448.12</b> | <b>22,706.09</b>  | <b>153,432.26</b> | <b>262,196.28</b> | <b>218,791.16</b> | <b>(65,720.69)</b> | <b>52,944.90</b> | <b>64,574.67</b>  | <b>(2,385.00)</b> | <b>-</b>        | <b>2,373,599.69</b> | <b>2,373,599.69</b> | <b>2,249,200.00</b> | <b>(124,399.69)</b> |
| <b>PERSONAL SERVICES</b>                     |                  |                  |                   |                   |                   |                   |                    |                  |                   |                   |                 |                     |                     |                     |                     |
| 3110 CLASS/UNCLASS SALARY                    | 35,297.47        | 34,581.53        | 35,774.93         | 37,596.74         | 34,634.72         | 33,086.48         | 37,246.05          | 34,556.95        | 38,771.00         |                   |                 | 842,753.27          | 842,753.27          | 855,336.00          | incl Brd stipends   |
| 3160 TEMPORARY APPOINTMENTS                  | -                | -                | -                 | -                 | -                 | -                 | -                  | -                | -                 |                   |                 | 14,107.23           | 14,107.23           | 3,717.00            |                     |
| 3170 OVERTIME PAYMENTS                       | 458.50           | 343.88           | 279.65            | 484.88            | 166.95            | 283.99            | 490.68             | -                | -                 |                   |                 | 12,233.74           | 12,233.74           | 3,575.00            |                     |
| 3180 SHIFT DIFFERENTIAL                      | -                | -                | -                 | 9.75              | 2.25              | 5.25              | 87.00              | -                | -                 |                   |                 | 104.25              | 104.25              | -                   |                     |
| 3210 ERB ASSESSMENT                          | 8.50             | 8.50             | 8.50              | 8.50              | 8.50              | 8.50              | 8.50               | 8.50             | 8.50              |                   |                 | 193.80              | 193.80              | 287.00              |                     |
| 3220 PUBLIC EMPLOYEES' RETIREMT              | 4,662.85         | 4,415.52         | 4,695.25          | 4,847.30          | 5,231.95          | 5,108.68          | 5,187.72           | 5,024.38         | 5,344.49          |                   |                 | 119,190.48          | 119,190.48          | 123,464.00          |                     |
| 3221 PENSION BOND CONTRIBUTION               | 1,914.09         | 1,814.13         | 1,928.12          | 1,990.26          | 2,165.95          | 2,114.88          | 2,147.27           | 2,080.64         | 2,173.91          |                   |                 | 48,462.58           | 48,462.58           | 49,432.00           |                     |
| 3230 SOCIAL SECURITY TAX                     | 2,685.06         | 2,621.56         | 2,743.33          | 2,866.38          | 2,840.31          | 2,505.66          | 2,845.96           | 2,596.04         | 2,915.33          |                   |                 | 66,106.43           | 66,106.43           | 71,160.00           |                     |
| 3250 WORKERS' COMPENSATION                   | 17.21            | 13.60            | 14.74             | 18.25             | 15.14             | 15.28             | 22.50              | 19.05            | 21.51             |                   |                 | 395.73              | 395.73              | 413.00              |                     |
| 3260 MASS TRANSIT                            | 199.03           | 190.35           | 199.69            | 205.65            | 204.35            | 199.51            | 202.57             | 196.27           | 206.05            |                   |                 | 4,843.40            | 4,843.69            | 5,581.00            |                     |
| 3270 FLEXIBLE BENEFITS                       | 7,803.40         | 7,803.40         | 8,328.14          | 8,328.14          | 8,328.14          | 8,328.14          | 8,328.14           | 8,328.14         | 8,288.14          |                   |                 | 188,507.17          | 188,507.17          | 201,638.00          |                     |
|  | 53,046.11        | 51,792.47        | 53,972.35         | 56,355.85         | 53,598.26         | 51,656.37         | 56,566.39          | 52,809.97        | 57,728.93         |                   |                 | 1,296,898.08        | 1,296,898.37        | 1,314,603.00        | 17,704.63           |
| <b>SERVICES AND SUPPLIES</b>                 |                  |                  |                   |                   |                   |                   |                    |                  |                   |                   |                 |                     |                     |                     |                     |
| 4100 INSTATE TRAVEL                          | 2,263.83         | 940.30           | 1,948.56          | 1,384.87          | 3,835.30          | 1,056.39          | 2,878.40           | 1,808.85         | 2,342.21          | 21.12             |                 | 50,040.26           | 50,040.26           | 46,655.00           | (3,385.26)          |
| 4125 OUT-OF-STATE TRAVEL                     | 4,830.92         | 1,804.58         | (328.71)          | 971.73            | (3,704.58)        | 1,164.58          | 3,381.15           | 1,410.25         | 791.36            |                   |                 | 24,155.71           | 24,155.71           | 24,672.00           | 516.29              |
| 4150 EMPLOYEE TRAINING                       | -                | -                | -                 | -                 | 1,720.00          | -                 | 25.00              | -                | -                 |                   |                 | 8,000.00            | 8,000.00            | 6,617.00            | (1,383.00)          |
| 4175 OFFICE EXPENSES                         | 7,964.39         | 1,994.06         | (422.48)          | 452.39            | 7,211.28          | 3,423.73          | 1,084.77           | 1,471.85         | 9,220.04          | 171.41            |                 | 78,090.20           | 78,090.20           | 78,445.00           | 354.80              |
| 4200 TELECOMM/TECH SVC & SUPP                | 30.42            | 1,814.39         | 924.02            | 893.10            | 30.42             | 1,520.79          | 795.07             | 795.07           | 765.59            | 766.66            |                 | 23,500.66           | 23,500.66           | 25,757.00           | 2,256.34            |
| 4225 STATE GOVERNMT SRVC CHRGS               | 40.50            | 544.44           | 26.95             | 725.75            | 341.36            | 190.65            | 305.81             | 1,583.95         | 30.25             | 249.54            |                 | 68,417.65           | 68,417.65           | 78,170.00           | 9,752.35            |
| 4250 DATA PROCESSING                         | 181.75           | 75.00            | 155.00            | 160.00            | 150.00            | 200.00            | 151.75             | 180.00           | 220.00            |                   |                 | 4,237.25            | 4,237.25            | 5,400.00            | 1,162.75            |
| 4275 PUBLICITY & PUBLICATIONS                | 533.38           | -                | -                 | 750.69            | 489.89            | 5,572.84          | 2,169.01           | 28.70            | 30.80             | 212.00            |                 | 20,073.61           | 20,073.61           | 13,084.00           | (6,989.61)          |
| 4300 PROFESSIONAL SERVICES                   | 3,453.80         | 2,500.00         | 1,673.48          | 3,912.50          | 3,886.30          | 3,457.49          | 5,112.07           | 4,027.57         | 8,028.92          | 1,596.47          |                 | 94,556.85           | 94,556.85           | 79,219.00           | (15,337.85)         |
| 4315 IT PROFESSIONAL SERVICES                | -                | -                | -                 | 3,400.00          | -                 | 1,750.00          | -                  | -                | 2,430.00          |                   |                 | 20,280.00           | 20,280.00           | 50,000.00           | 29,720.00           |
| 4325 ATTORNEY GENERAL LEGAL FEES             | 3,492.20         | 7,031.70         | 3,829.28          | 5,908.99          | 3,886.37          | 6,882.36          | 3,695.00           | 9,680.80         | 5,210.80          | 5,260.50          |                 | 159,438.28          | 159,438.28          | 188,592.00          | 29,153.72           |
| 4375 EMPLOYEE RECRUIT & DEVELOP              | -                | -                | -                 | -                 | -                 | -                 | -                  | -                | -                 |                   |                 | -                   | -                   | 621.00              | 621.00              |
| 4400 DUES AND SUBSCRIPTIONS                  | -                | 520.00           | 162.90            | 65.00             | 150.00            | -                 | 17.50              | -                | -                 |                   |                 | 9,811.30            | 9,811.30            | 8,276.00            | (1,535.30)          |
| 4425 FACILITIES RENT & TAXES                 | 6,409.53         | 5,732.09         | 5,732.09          | 5,732.09          | 5,732.09          | 5,732.09          | 5,870.04           | 5,732.09         | 5,732.09          |                   |                 | 137,839.84          | 137,839.84          | 139,571.00          | 1,731.16            |
| 4475 FACILITIES MAINTENANCE                  | -                | -                | 790.00            | -                 | -                 | -                 | -                  | -                | -                 |                   |                 | 790.00              | 790.00              | 514.00              | (276.00)            |
| 4575 AGY PROG RELATED SVCS & SUPP            | 1,071.50         | 1,229.50         | 1,185.00          | 933.50            | 813.00            | 876.50            | 1,872.00           | 925.75           | 4,895.25          | 2,742.50          |                 | 93,984.00           | 93,984.00           | 164,976.00          | 70,992.00           |
| 4650 OTHER SERVICES AND SUPPLIES             | 685.80           | 644.33           | 363.02            | 2,627.61          | 4,914.21          | 3,986.60          | 653.39             | 476.16           | 575.06            | 722.21            |                 | 41,975.77           | 41,975.77           | 40,300.00           | (1,675.77)          |
| 4700 EXPENDABLE PROPERTY                     | -                | -                | 1,457.16          | -                 | -                 | -                 | -                  | 149.00           | -                 |                   |                 | 1,606.16            | 1,606.16            | 5,140.00            | 3,533.84            |
| 4715 IT EXPENDABLE PROPERTY                  | -                | -                | -                 | 14.89             | -                 | -                 | -                  | -                | -                 |                   |                 | 267.92              | 267.92              | 5,140.00            | 4,872.08            |
|  | 30,958.02        | 24,830.39        | 17,496.27         | 27,933.11         | 29,455.64         | 35,814.02         | 28,010.96          | 28,270.04        | 40,272.37         | 11,742.41         |                 | 837,065.46          | 837,065.46          | 961,149.00          | 124,083.54          |
| <b>SPECIAL PAYMENTS</b>                      |                  |                  |                   |                   |                   |                   |                    |                  |                   |                   |                 |                     |                     |                     |                     |
| 6100 DISTRIBUTION TO DEPT HUMAN SVCS         | -                | -                | -                 | -                 | -                 | -                 | -                  | -                | -                 |                   |                 | -                   | -                   | -                   | -                   |
| 6443 DIST TO OREGON HEALTH AUTHORIT          | -                | -                | 62,918.00         | -                 | 23,927.00         | -                 | -                  | -                | 23,927.00         |                   |                 | 177,438.00          | 185,152.70          | 226,292.00          | 41,139.30           |
|  | -                | -                | 62,918.00         | -                 | 23,927.00         | -                 | -                  | -                | 23,927.00         |                   |                 | 177,438.00          | 185,152.70          | 226,292.00          | 41,139.30           |
| <b>TOTAL EXPENDITURES &amp; SPECIAL PMTS</b> | <b>84,004.13</b> | <b>76,622.86</b> | <b>134,386.62</b> | <b>84,288.96</b>  | <b>106,980.90</b> | <b>87,470.39</b>  | <b>84,577.35</b>   | <b>81,080.01</b> | <b>121,928.30</b> | <b>11,742.41</b>  | <b>-</b>        | <b>2,311,401.54</b> | <b>2,319,116.53</b> | <b>2,502,044.00</b> | <b>182,927.47</b>   |
| Ending Cash Balance                          | 698,362.28       | 657,187.54       | 545,507.01        | 614,650.31        | 769,865.69        | 901,186.46        | 750,888.42         | 722,753.31       | 665,399.68        | 651,272.27        |                 |                     | 643,557.28          |                     |                     |

Agency 834-Board of Dentistry

AY 13 State Government Services Charges Projections with Actuals through 6/30/2013 4225 Bud Obj

| Budget Obj                            | AY13 LAB | AY 13 Fin Plan   | Agy Obj   | Paid thru June 2013                | Total Paid                       | Paid Through     | Projected Future Payments                                     | Total Actuals & Projections                             |        |                  |
|---------------------------------------|----------|------------------|-----------|------------------------------------|----------------------------------|------------------|---|---|--------|------------------|
| STATE GOVERNMENT 4225 SERVICE CHARGES |          | 78,170.00        | 78,170.00 | 5100                               | STATE GOVERNMENT SERVICE CHARGES | 3,599.06         | 3,599.06  | 1st & 2nd Year Assessment, thru 7th QTR FBS/SCD Billing | 249.54 | 3,848.60         |
|                                       |          |                  | 5101      | INSURANCE-RISK MGT CHARGES         | 3,625.00                         | 3,625.00         | thru 6/30/13 (for the biennium)                               |   |        | 3,625.00         |
|                                       |          |                  | 5105      | GOVERNMENT SERVICES                | 5,522.00                         | 5,522.00         | 8th Qtr CGSC  |   |        | 5,522.00         |
|                                       |          |                  | 5107      | STATE TREASURERS CHARGES           | 1,062.05                         | 1,062.05         | thru 6/30/13  |   |        | 1,062.05         |
|                                       |          |                  | 5108      | SECRETARY OF STATE CHARGES         | 4,709.00                         | 4,709.00         | AY 13 Records & FY 12 & FY 13 Admin Rule, thru 8th Qtr Audits |   |        | 4,709.00         |
|                                       |          |                  | 5109      | DEPT OF ADMIN SERVICES ASSESSMENT  | 15,104.00                        | 15,104.00        | FY 12 & FY 13 DAS Assessment                                  |   |        | 15,104.00        |
|                                       |          |                  | 5111      | DAS SHARED CLIENT SERVICES CHARGES | 34,547.00                        | 34,547.00        | FY 12 & FY 13 Shared Client Serv                              |   |        | 34,547.00        |
|                                       |          | <u>78,170.00</u> |           |                                    | <u>68,168.11</u>                 | <u>68,168.11</u> |   | <u>249.54</u>   |        | <u>68,417.65</u> |
|                                       |          |                  |           |                                    | matches June'13 Brio             |                  |   |   |        |                  |

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**77<sup>th</sup> OREGON LEGISLATIVE ASSEMBLY – 2013 Session  
BUDGET REPORT AND MEASURE SUMMARY**

**MEASURE: SB 5516**

**JOINT COMMITTEE ON WAYS AND MEANS**

**Carrier – House: Rep. Sprenger  
Carrier – Senate: Sen. Girod**

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**Action:** Do Pass

**Vote:** 24 – 0 – 2

House

**Yeas:** Barker, Buckley, Frederick, Freeman, Hanna, Huffman, Jenson, Komp, McLane, Nathanson, Smith, Tomei, Williamson

**Nays:**

**Exc:** Read, Richardson

Senate

**Yeas:** Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters

**Nays:**

**Exc:**

**Prepared By:** Dustin Ball, Department of Administrative Services

**Reviewed By:** Matt Stayner, Legislative Fiscal Office

**Meeting Date:** May 31, 2013

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Agency

Oregon Board of Dentistry

Biennium

2013-15

**Budget Summary\***

|             | 2011-13 Legislatively<br>Approved Budget <sup>(1)</sup> | 2013-15 Current Service<br>Level | 2013-15 Committee<br>Recommendation | Committee Change from 2011-13<br>Leg. Approved |          |
|-------------|---|----------------------------------|-------------------------------------|--|----------|
|             |   |                                  |                                     | \$\$ Change                                    | % Change |
| Other Funds | \$ 2,502,044  | \$ 2,649,013                     | \$ 2,614,968                        | \$ 112,924                                     | 4.5%     |
| Total       | \$ 2,502,044  | \$ 2,649,013                     | \$ 2,614,968                        | \$ 112,924                                     | 4.5%     |

**Position Summary**

|                                      |      |      |      |      |      |
|--------------------------------------|------|------|------|------|------|
| Authorized Positions                 | 7    | 7    | 7    | 0    | 0.0% |
| Full-time Equivalent (FTE) positions | 7.00 | 7.00 | 7.00 | 0.00 | 0.0% |

<sup>(1)</sup> Includes adjustments through December 2012

\* Excludes Capital Construction expenditures

**Summary of Revenue Changes**

The Board of Dentistry is funded with revenues generated primarily from fees paid by licensees and applicants for licenses and permits. With the adoption of the subcommittee recommendations, the agency’s estimated 2013-15 ending fund balance is \$453,393, or the equivalent of approximately four months of operating expenditures.

**Summary of Education Subcommittee Action**

The Board of Dentistry is charged with the regulation of the practice of dentistry and dental hygiene by setting standards for entry to practice, examination of applicants, issuance and renewal of licenses, and enforcing the standards of practice. The Board also establishes standards for the administration of anesthesia in dental offices and determines dental procedures that may be delegated to dental assistants and establishes standards for training and certification of dental assistants.

The Subcommittee recommended \$2,614,968 Other Funds budget for 2013-15, is 4.5 percent higher than the legislatively approved spending level for the 2011-13 biennium.

The Subcommittee approved the following recommendations:

- Package 091, Statewide Administrative Savings, reduces by \$4,316 the Other Funds expenditure limitation for the agency. This package is a placeholder for administrative efficiencies in finance, information technology, human resources, accounting, payroll, and procurement expenditures. The Department of Administrative Services will continue to work on details of these reductions with agencies and report back during the 2014 session.
- Package 092, PERS Tax Policy, reduces by \$3,303 the Other Funds expenditure limitation for the agency. This package reflects the policy change in Senate Bill 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30 percent.
- Package 093, Other PERS Adjustments, reduces by \$26,426 Other Funds expenditure limitation for the agency. This package reflects the policy change in Senate Bill 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2 percent.

An administrative action by the PERS Board, as directed by a budget note in the Senate Bill 822 budget report, will reduce state employer contribution rates by up to an additional 1.9 percent. However, no employer rate is reduced below its 2011-13 biennium rate.

- Package 810, LFO Analyst Adjustment, increases the beginning balance for the agency by \$386,826 Other Funds. This package aligns the budgeted beginning balance amount to the projected beginning balance provided by the agency and the Department of Administrative Services as of April 2013. This technical adjustment increases the agency's budgeted beginning balance by \$386,826, but does not impact the budgeted revenues or expenditures of the agency for the 2013-15 biennium.

### **Summary of Performance Measure Action**

See attached Legislatively Adopted 2013-15 Key Performance Measures form.

**DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION**

**SB 5516**

**Oregon Board of Dentistry  
Dustin Ball -- 503-378-3119**

| DESCRIPTION   | GENERAL FUND | LOTTERY FUNDS | OTHER FUNDS         |             | FEDERAL FUNDS |             | TOTAL ALL FUNDS     | POS      | FTE         |
|---|--------------|---------------|---------------------|-------------|---------------|-------------|---------------------|----------|-------------|
|   |              |               | LIMITED             | NONLIMITED  | LIMITED       | NONLIMITED  |                     |          |             |
| 2011-13 Legislatively Approved Budget at Dec 2012 * | \$ 0         | \$ 0          | \$ 2,502,044        | \$ 0        | \$ 0          | \$ 0        | \$ 2,502,044        | 7        | 7.00        |
| 2013-15 ORBITS printed Current Service Level (CSL)* | \$ 0         | \$ 0          | \$ 2,649,013        | \$ 0        | \$ 0          | \$ 0        | \$ 2,649,013        | 7        | 7.00        |
| <b><u>SUBCOMMITTEE ADJUSTMENTS (from CSL)</u></b>   |              |               |                     |             |               |             |                     |          |             |
| <b>SCR 001 - Board of Dentistry</b>                 |              |               |                     |             |               |             |                     |          |             |
| Package 091: Statewide Administrative Savings       |              |               |                     |             |               |             |                     |          |             |
| Personal Services                                   | \$ 0         | \$ 0          | \$ (2,496)          | \$ 0        | \$ 0          | \$ 0        | \$ (2,496)          | 0        | 0.00        |
| Services and Supplies                               | \$ 0         | \$ 0          | \$ (1,820)          | \$ 0        | \$ 0          | \$ 0        | \$ (1,820)          |          |             |
| Package 092: PERS Taxation Policy                   |              |               |                     |             |               |             |                     |          |             |
| Personal Services                                   | \$ 0         | \$ 0          | \$ (3,303)          | \$ 0        | \$ 0          | \$ 0        | \$ (3,303)          | 0        | 0.00        |
| Package 093: Other PERS Adjustments                 |              |               |                     |             |               |             |                     |          |             |
| Personal Services                                   | \$ 0         | \$ 0          | \$ (26,426)         | \$ 0        | \$ 0          | \$ 0        | \$ (26,426)         | 0        | 0.00        |
| <b>TOTAL ADJUSTMENTS</b>                            | <b>\$ 0</b>  | <b>\$ 0</b>   | <b>\$ (34,045)</b>  | <b>\$ 0</b> | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ (34,045)</b>  | <b>0</b> | <b>0.00</b> |
| <b>SUBCOMMITTEE RECOMMENDATION *</b>                | <b>\$ 0</b>  | <b>\$ 0</b>   | <b>\$ 2,614,968</b> | <b>\$ 0</b> | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 2,614,968</b> | <b>7</b> | <b>7.00</b> |
| <br>  |              |               |                     |             |               |             |                     |          |             |
| % Change from 2011-13 Leg Approved Budget           | 0.0%         | 0.0%          | 4.5%                | 0.0%        | 0.0%          | 0.0%        | 4.5%                | 0.0%     | 0.0%        |
| % Change from 2013-15 Current Service Level         | 0.0%         | 0.0%          | -1.3%               | 0.0%        | 0.0%          | 0.0%        | -1.3%               | 0.0%     | 0.0%        |

## Legislatively Approved 2013-2015 Key Performance Measures

**Agency: DENTISTRY, BOARD of**

Mission: To assure that the citizens of Oregon receive the highest possible quality of oral health care.

| Legislatively Proposed KPMs  | Customer Service Category   | Agency Request | Most Current Result | Target 2014 | Target 2015 |
|--|-----------------------------|----------------|---------------------|-------------|-------------|
| 1 - Continuing Education Compliance - Percent of Licensees in compliance with continuing education requirements.   |                             | Approved KPM   | 100.00              | 100.00      | 100.00      |
| 2 - Time to Investigate Complaints - Average time from receipt of new complaints to completed investigation.   |                             | Approved KPM   | 7.00                | 3.50        | 3.50        |
| 3 - Days to Complete License Paperwork - Average number of working days from receipt of completed paperwork to issuance of license.  |                             | Approved KPM   | 7.00                | 7.00        | 7.00        |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. |                             | Approved KPM   | 83.00               | 85.00       | 85.00       |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Accuracy                    | Approved KPM   | 83.00               | 85.00       | 85.00       |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Availability of Information | Approved KPM   | 83.00               | 85.00       | 85.00       |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Expertise                   | Approved KPM   | 79.00               | 85.00       | 85.00       |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Helpfulness                 | Approved KPM   | 82.00               | 85.00       | 85.00       |

**Agency: DENTISTRY, BOARD of**

Mission: To assure that the citizens of Oregon receive the highest possible quality of oral health care.

| <b>Legislatively Proposed KPMs</b>   | <b>Customer Service Category</b> | <b>Agency Request</b> | <b>Most Current Result</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|--|----------------------------------|-----------------------|----------------------------|--------------------|--------------------|
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Overall                          | Approved KPM          | 87.00                      | 85.00              | 85.00              |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Timeliness                       | Approved KPM          | 81.00                      | 85.00              | 85.00              |
| 5 - Board Best Practices - Percent of total best practices met by the Board.   |                                  | Approved KPM          | 100.00                     | 100.00             | 100.00             |

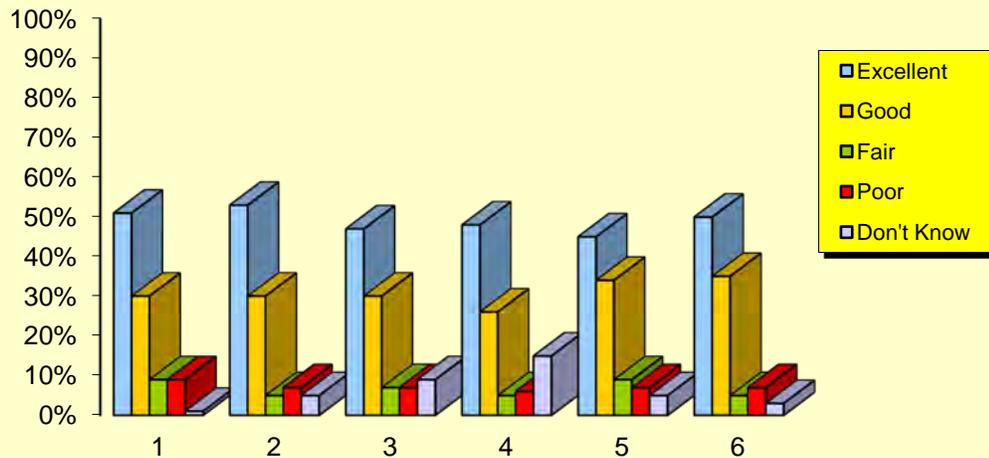
**LFO Recommendation:**

Recommend approval of key performance measures and targets as presented

**Sub-Committee Action:**

Approved key performance measures and targets as presented

## Oregon Board of Dentistry Customer Service Survey July 1, 2013 - June 30, 2013



- 1 How do you rate the timeliness of the services provided by the OBD?  
E= 51% G= 30% F= 9% P= 9% DK= 1%
- 2 How do you rate the ability of the OBD to provide services correctly the first time?  
E= 53% G= 30% F= 5% P= 7% DK= 5%
- 3 How do you rate the helpfulness of the OBD?  
E= 47% G= 30% F= 7% P= 7% DK= 9%
- 4 How do you rate the knowledge and expertise of the OBD?  
E= 48% G= 26% F= 5% P= 6% DK= 15%
- 5 How do you rate the availability of information at the OBD?  
E= 45% G= 34% F= 9% P= 7% DK= 5%
- 6 How do you rate the overall quality of services provided by the OBD?  
E= 50% G= 35% F= 5% P= 7% DK= 3%

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## Best Practices Self-Assessment Guide: Information in Support of Best Practices

| <b>Best Practices Criteria</b>  |
|---|
| <p>1. Executive Director's performance expectations are current.</p> <ul style="list-style-type: none"> <li>• Goals and expectations for the Executive Director are reviewed annually.</li> </ul>   |
| <p>2. Executive Director receives annual performance feedback.</p> <ul style="list-style-type: none"> <li>• The Administrative Workgroup reviews the Executive Director's performance annually and makes recommendations to the Board</li> </ul>  |
| <p>3. The agency's mission and high-level goals are current and applicable.</p> <ul style="list-style-type: none"> <li>• The OBD's strategic plan is reviewed each biennium as the budget document is developed. Agency performance measures, as well as short and long term goals, are reviewed annually.</li> </ul>   |
| <p>4. The Board reviews the Annual Performance Progress Report.</p> <ul style="list-style-type: none"> <li>• Performance measures are reviewed as a part of the budget.</li> </ul>  |
| <p>5. The Board is appropriately involved in review of agency's key communications.</p> <ul style="list-style-type: none"> <li>• Board members prepare articles for inclusion in the newsletter</li> </ul>  |
| <p>6. The Board is appropriately involved in policy-making activities.</p> <ul style="list-style-type: none"> <li>• The Board's committees review policy making issues.</li> <li>• The Board reviews all legislative proposals that could impact the Board.</li> </ul>  |
| <p>7. The agency's policy option budget packages are aligned with their mission and goals.</p> <ul style="list-style-type: none"> <li>• The Board reviews agency's proposed policy option packages.</li> <li>• The Board reviews the Agency Request Budget.</li> </ul>  |
| <p>8. The Board reviews all proposed budgets.</p> <ul style="list-style-type: none"> <li>• The Board reviews the Agency Request Budget.</li> </ul>  |
| <p>9. The Board periodically reviews key financial information and audit findings.</p> <ul style="list-style-type: none"> <li>• The Board reviews agency head financial and payroll transactions annually at a Board Meeting.</li> <li>• The Board reviews agency performance audits.</li> </ul>  |
| <p>10. The Board is appropriately accounting for resources.</p> <ul style="list-style-type: none"> <li>• All Board revenue and expenditures are reviewed by the Board.</li> <li>• All Board expenditures are reviewed and approved by the Executive Director and Office Manager.</li> <li>• Physical inventory of all agency property is conducted annually.</li> </ul>   |
| <p>11. The agency adheres to accounting rules and other relevant financial controls.</p> <ul style="list-style-type: none"> <li>• Board staff prepares all transaction entries in accordance with Oregon Statute, Oregon Administrative Rules, Oregon Accounting Manual and Generally Accepted Accounting principles.</li> <li>• The Board has annually received the Department of Administrative Services Comprehensive Annual Financial Report Gold Star Award for timely and complete financial data.</li> </ul> |

|  |
|--|
| <p>12. Board members act in accordance with their roles as public representatives.</p> <ul style="list-style-type: none"> <li>• Board members appropriately recuse themselves from cases which create an actual or potential conflict of interest.</li> <li>• The Board follows public meetings and records laws.</li> <li>• The Board uses good judgment in upholding the Board’s Mission Statement of Protecting the Citizens of Oregon.</li> </ul>  |
| <p>13. The Board coordinates with others where responsibilities and interest overlap.</p> <ul style="list-style-type: none"> <li>• Board members and staff participate in appropriate professional associations.</li> <li>• The OBD works with the OHSU School of Dentistry on certain issues.</li> <li>• The OBD works with the ODA, ODHA and ODAA and DBIC to present important practice related issues to members.</li> <li>• The OBD is actively involved in the American Association of Dental Board (AADB) and regional testing agencies.</li> </ul> |
| <p>14. The Board members identify and attend appropriate training sessions.</p> <ul style="list-style-type: none"> <li>• New Board members attend new Board member orientation presented by OBD Staff.</li> <li>• Board members utilize the Governor’s Board Training.</li> <li>• Board Members attend AADE training workshops.</li> </ul>   |
| <p>15. The Board reviews its management practices to ensure best practices are utilized.</p> <ul style="list-style-type: none"> <li>• On an annual basis.</li> </ul>   |

## Best Practices Self-Assessment

Annually, Board members are to self-evaluate their adherence to a set of best practices and report the percent total best practices met by the Board (percent of yes responses in the table below) in the Annual Performance Progress Report as specified in the agency Budget instructions.

### Best Practices Assessment Score Card

| Best Practices Criteria   | Yes | No |
|---|-----|----|
| 1. Executive Director's performance expectations are current.                           |     |    |
| 2. Executive Director receives annual performance feedback.                             |     |    |
| 3. The agency's mission and high-level goals are current and applicable.                |     |    |
| 4. The Board reviews the Annual Performance Progress Report.                            |     |    |
| 5. The Board is appropriately involved in review of agency's key communications.        |     |    |
| 6. The Board is appropriately involved in policy-making activities.                     |     |    |
| 7. The agency's policy option budget packages are aligned with their mission and goals. |     |    |
| 8. The Board reviews all proposed budgets.  |     |    |
| 9. The Board periodically reviews key financial information and audit findings.         |     |    |
| 10. The Board is appropriately accounting for resources.                                |     |    |
| 11. The agency adheres to accounting rules and other relevant financial controls.       |     |    |
| 12. Board members act in accordance with their roles as public representatives.         |     |    |
| 13. The Board coordinates with others where responsibilities and interest overlap.      |     |    |
| 14. The Board members identify and attend appropriate training sessions.                |     |    |
| 15. The Board reviews its management practices to ensure best practices are utilized.   |     |    |
| Total Number  |     |    |
| Percentage of total:  |     |    |

**AGENCY HEAD FINANCIAL TRANSACTIONS**  
**Annual Leave Report - Fiscal Year 2013**

| <b>Paid Leave Report</b>              | <b>Sick Leave*</b> | <b>Vacation</b> | <b>Disc.</b> | <b>Pers. Bus.</b> | <b>Furlough</b> | <b>Total</b>  |
|---------------------------------------|--------------------|-----------------|--------------|-------------------|-----------------|---------------|
| Beginning Balance                     | 440.87             | 71.19           | 40.00        | 24.00             | 64.00           | 640.06        |
| July-12                               | 0.00               | 24.00           | 0.00         | 0.00              | 0.00            | 24.00         |
| August-12                             | 16.00              | 8.00            | 0.00         | 0.00              | 8.00            | 32.00         |
| September-12                          | 16.00              | 8.00            | 0.00         | 0.00              | 8.00            | 32.00         |
| October-12                            | 16.00              | 8.00            | 0.00         | 0.00              | 0.00            | 24.00         |
| November-12                           | 0.00               | 8.00            | 0.00         | 24.00             | 8.00            | 40.00         |
| December-12                           | 0.00               | 24.00           | 0.00         | 0.00              | 8.00            | 32.00         |
| January-13                            | 0.00               | 0.00            | 0.00         | 0.00              | 8.00            | 8.00          |
| February-13                           | 0.00               | 16.00           | 16.00        | 0.00              | 0.00            | 32.00         |
| March-13                              | 0.00               | 0.00            | 0.00         | 0.00              | 8.00            | 8.00          |
| April-13                              | 5.00               | 0.00            | 0.00         | 0.00              | 8.00            | 13.00         |
| May-13                                | 13.00              | 8.00            | 0.00         | 0.00              | 8.00            | 29.00         |
| June-13                               | 5.00               | 20.00           | 24.00        | 0.00              | 0.00            | 49.00         |
| <b>Total paid leave taken (hours)</b> | <b>71.00</b>       | <b>124.00</b>   | <b>40.00</b> | <b>24.00</b>      | <b>64.00</b>    | <b>323.00</b> |
| Leave Accumulation **                 | 96.00              | 136.08          | 0.00         | 0.00              | 0.00            | 232.08        |
| Ending Balance                        | 465.87             | 83.27           | 0.00         | 0.00              | 0.00            | 549.14        |

**\*\* Leave Accumulations:**

Personal Business - Full time employees receive 24 hrs. leave to be used for "personal business" each Fiscal Year. This leave must be used during the fiscal year and does not carry over or accumulate.

Sick Leave - Full time employees receive 8 hours per month to be used for sick leave. This accumulates indefinitely.

Vacation Leave - The executive director receives 11.34 hours per month based on employment level. This leave accumulates up to 350 hours. Up to 250 hours can be cashed out at termination from service. Up to 40 hours may be paid out (called a "vacation payout") if agency workload does not allow the employee to take time off.

**AGENCY HEAD FINANCIAL TRANSACTIONS  
 SPOTS Card and Travel Reimbursement  
 Fiscal Year 2013 by Quarter**

| <b>SPOTS Card Purchases:</b>                  | <b><u>sub-total</u></b> | <b><u>Total</u></b>          |
|---|-------------------------|------------------------------|
| (Agency credit card-paid directly by State)   |                         |                              |
| <b><u>July - September</u></b>                |                         | 1,058.85                     |
| DOJ-Publications                              | 120.00                  |                              |
| CPR Lifeline                                  | 489.00                  |                              |
| Office Depot                                  | 6.99                    |                              |
| Kremeworks-Donuts August Board Meeting        | 14.99                   |                              |
| Pizza Hut - Lunchr August Rule Hearing        | 106.97                  |                              |
| Rivers Edge-Salads August Board Meeting       | 50.00                   |                              |
| Paradise Bakery-Coffee August Board Meeting   | 66.90                   |                              |
| Survey Monkey                                 | 204.00                  |                              |
| <b><u>October - December</u></b>              |                         | 366.28                       |
| Kremeworks-Donuts October Board Meeting       | 15.99                   |                              |
| Paradise Bakery-Coffee October Board Meeting  | 62.90                   |                              |
| Kremeworks-Donuts December Board Meeting      | 15.99                   |                              |
| Paradise Bakery-Coffee December Board Meeting | 62.90                   |                              |
| Paradise Bakery-Lunch December Board Meeting  | 208.5                   |                              |
| <b><u>January - March</u></b>                 |                         | 122.64                       |
| Kremeworks-Donuts February Board Meeting      | 15.99                   |                              |
| Paradise Bakery-Coffee February Board Meeting | 62.9                    |                              |
| Precision Roller                              | 43.75                   |                              |
| <b><u>April - June</u></b>                    |                         | 531.58                       |
| Kremeworks-Donuts April Board Meeting         | 15.99                   |                              |
| Paradise Bakery-Coffee April Board Meeting    | 66.9                    |                              |
| Paradise Bakery-Lunch April Board Meeting     | 221.8                   |                              |
| Lowe's-Water Cooler                           | 149                     |                              |
| Kremeworks-Donuts June Board Meeting          | 15.99                   |                              |
| Paradise Bakery-Coffee June Board Meeting     | 61.9                    |                              |
| <b><i>Total SPOTS Card Purchases:</i></b>     |                         | <b><u><u>2079.35</u></u></b> |

|  | <u>sub-total</u> | <u>Total</u>                  |
|--|------------------|-------------------------------|
| <b>Travel Reimbursements:</b>                                      |                  |                               |
| <b><u>July - September</u></b>                                     |                  |                               |
| Instate Travel   |                  | 1,003.58                      |
| Out of State Travel  |                  | 0.00                          |
| Parking - OBD Office   |                  | 160.00                        |
| <b><u>October - December</u></b>                                   |                  |                               |
| Instate Travel   |                  | 551.31                        |
| Out of State Travel  |                  | 1,754.27                      |
| AADB/AADA Annual Meetings San Francisco, CA                        | 1,754.27         |                               |
| Parking - OBD Office   |                  | 145.36                        |
| <b><u>January - March</u></b>                                      |                  |                               |
| Instate Travel   |                  | 1,716.78                      |
| Out of State Travel  |                  | 282.76                        |
| NERB Annual Meeting, Orlando, FL*                                  | 282.76           |                               |
| *Expenses reimbursed by NERB                                       |                  |                               |
| Parking - OBD Office   |                  | 213.00                        |
| <b><u>April - June</u></b>   |                  |                               |
| Instate Travel   |                  | 1,311.33                      |
| Out of State Travel  |                  | 1,125.68                      |
| AADE, AADA, & ADA* Examiners Meeting-Chicago                       | 1,125.68         |                               |
| *Travel, one day of Lodging and Expenses Reimbursed by ADA         |                  |                               |
| Parking - OBD Office   |                  | 149.36                        |
| <br><b><i>Total Reimbursable Travel Expenses:</i></b>              |                  |                               |
| <b><i>Instate Travel</i></b>                                       |                  | <b><i>4,583.00</i></b>        |
| <b><i>Out of State Travel</i></b>                                  |                  | <b><i>3,162.71</i></b>        |
| <b><i>Total</i></b>  |                  | <b><i><u>7,745.71</u></i></b> |
| <br><b><i>Parking - OBD Office</i></b>                             |                  | <b><i>667.62</i></b>          |
| <br><b><u>Total Reimbursable Travel &amp; Parking Expenses</u></b> |                  | <b><u><u>8,413.43</u></u></b> |

**SUMMARY of Agency Head Financial Transactions  
July 1, 2012 to June 30, 2013**

| <u><b>SPOTS Card Purchases</b></u> |                   | <u><b>Total</b></u>      |
|------------------------------------|-------------------|--------------------------|
| Registrations                      | \$693.00          |                          |
| Office Equipment                   | \$199.74          |                          |
| Publications/Subscriptions         | \$120.00          |                          |
| Board Meeting Food                 | <u>\$1,066.61</u> |                          |
|                                    |                   | <u><b>\$2,079.35</b></u> |

|                        |  |                        |
|------------------------|--|------------------------|
| <u><b>AT&amp;T</b></u> |  | <u><b>\$365.04</b></u> |
|------------------------|--|------------------------|

|                                    |  |                        |
|------------------------------------|--|------------------------|
| <u><b>Parking - OBD Office</b></u> |  | <u><b>\$667.72</b></u> |
|------------------------------------|--|------------------------|

|                               |  |                                 |
|-------------------------------|--|---------------------------------|
| Paid to vendors by the State: |  | <u><u><b>\$3,112.11</b></u></u> |
|-------------------------------|--|---------------------------------|

| <u><b>Travel Expenses</b></u> |                 |                          |
|-------------------------------|-----------------|--------------------------|
| Instate Travel                | 4,583.00        |                          |
| Out of State Travel           | <u>3,162.71</u> |                          |
| Reimbursed to employee:       |                 | <u><b>\$7,745.71</b></u> |

|              |  |                                  |
|--------------|--|----------------------------------|
| <b>Total</b> |  | <u><u><b>\$10,857.82</b></u></u> |
|--------------|--|----------------------------------|

| <u><b>Leave Taken</b></u> | <u><b>Hours</b></u> |                             |
|---------------------------|---------------------|-----------------------------|
| Vacation                  | 124.00              |                             |
| Sick leave                | 71.00               |                             |
| Personal Business         | 24.00               |                             |
| Discretionary Leave       | 40.00               |                             |
| Furlough Leave            | <u>64.00</u>        |                             |
|                           |                     | <u><u><b>323.00</b></u></u> |

|                         |             |
|-------------------------|-------------|
| <b>Vacation Payouts</b> | <b>none</b> |
|-------------------------|-------------|

|                                      |                 |
|--------------------------------------|-----------------|
| <b>Exceptional Performance Leave</b> | <b>40 hours</b> |
|--------------------------------------|-----------------|

## AGENCY HEAD FINANCIAL TRANSACTIONS

### Fiscal Year 2013 by month

|              |                 |
|--------------|-----------------|
| Jul-12       | \$30.42         |
| Aug-12       | \$30.42         |
| Sep-12       | \$30.42         |
| Oct-12       | \$30.42         |
| Nov-12       | \$30.42         |
| Dec-12       | \$30.42         |
| Jan-13       | \$30.42         |
| Feb-13       | \$30.42         |
| Mar-13       | \$30.42         |
| Apr-13       | \$30.42         |
| May-13       | \$30.42         |
| Jun-13       | <u>\$30.42</u>  |
| <b>TOTAL</b> | <b>\$365.04</b> |



**Reliant Behavioral Health, LLC  
Health Professionals' Services Program (HPSP)  
Satisfaction Report**

**Year 3: July 1, 2012 – June 30, 2013**

RBH Health Professionals' Services Program  
1220 SW Morrison Street, Suite 600  
Portland, Oregon 97205  
1.888.802.2843  
Fax: 503.961.7142

## Executive Summary

### Health Professionals' Services Program Satisfaction Survey: Year Three

**Overview:** This Health Professionals' Services Program report reviews the survey results from the third year of the program, covering July 1, 2012 through June 30, 2013. It also details the survey results of the July 1, 2013 survey. Surveys were sent to the following groups of stakeholders both in July and at other times throughout the year: Licensees, Employers (Workplace Monitors), Treatment Providers, Health Associations and the Boards. Each of these groups of stakeholders will be surveyed again in January 2014.

An overview of the number of surveys sent, number of responses received, and the response rate for each group of stakeholders in July is displayed below:

| Table 1:<br>Response Rate -<br>July 2013 | Licensees | Employers<br>(Workplace<br>Monitors) | Treatment<br>Providers | Health<br>Associations | Boards |
|--|-----------|--------------------------------------|------------------------|------------------------|--------|
| # Sent                                   | 292       | 192                                  | 187                    | 5                      | 8      |
| # of Responses                           | 69        | 41                                   | 18                     | 0                      | 4      |
| Response Rate                            | 23.6%     | 21.4%                                | 9.6%                   | 0.0%                   | 50.0%  |

**Highlights:** Surveys during the third year of the program showed consistent or improved satisfaction compared to prior years along with response rates that were also either consistent or improved. Overall, the results of this survey indicate continued improvement in the stakeholders' perception of the Health Professionals' Services Program (HPSP).

For the first time, the largest group of licensee respondents' rated Reliant Behavioral Health's (RBH's) customer service as "above average." Agreement Monitors received strong ratings again this year. Overall, 50% of respondents rated the services as "Excellent" or "Above Average" for the year. Although there were fewer comments than we have seen previously, they are overall more positive and less negative than in prior reports. Comment areas were more widely disbursed this period.

This year saw a significant improvement in the response rate from the treatment facilities due to increased efforts by RBH to track and communicate with these providers. The responses from this larger pool however mirrored those from last year: Responses were positive although not outstanding. RBH will plan to continue relationship building with this group in an effort to further support the licensees.

RBH's efforts to improve communication with and enhance the partnership with the Workplace Monitors were visible in the results. On each item, the response by the largest group of respondents was the most positive response possible. Of significant importance for the program, 67.2% of the Workplace Monitors rated RBH's ability to monitor the licensee to ensure safety in the workplace as "Excellent" or "Above Average." RBH will continue to increase contact with the Workplace Monitors based on the feedback received.

There continues to be a lack of response from the Associations which is a continuing problem. Outreach efforts are planned for Year 4.

Responses from the Boards were positive with mode responses of "excellent" or "above average."

This report indicates that progress continues to be made in terms of program staff being responsive to the needs of its stakeholders.

# Reliant Behavioral Health Health Professionals' Services Program (HPSP) Satisfaction of LICENSEES

## Purpose

The purpose of assessing participants (Licensees) of the Health Professionals' Services Program (HPSP) is to obtain constructive feedback that can be used to improve and maintain the quality, effectiveness, and efficiency of the HPSP Program. In order to provide continuous quality services, RBH evaluates Licensees' satisfaction with the HPSP Program on a twice yearly basis. (This was changed from Quarterly after January 2013).

Feedback is obtained from Licensees via a satisfaction survey that is mailed or emailed to each Licensee. When mailed, Licensees are given the option of completing the enclosed survey and mailing it back to the RBH offices in the postage-paid envelope, or going through the link to the survey and completing it online. The survey is short and can be completed in 2-3 minutes.

Feedback includes information about RBH customer service, Agreement Monitors, service components, and overall services.

One method of determining the value of HPSP is through the Satisfaction Survey. The RBH Policy Advisory Committee (PAC) has taken on the role of quality management. Following review of the survey results, the PAC will identify opportunities for improvement and develop interventions if necessary. The PAC will continue to monitor performance at specified intervals following the implementation of the intervention(s).

## Data Results

### Response Rate

| Table 1: Response Rate | This Period | Year 3 | Year 2 |
|------------------------|-------------|--------|--------|
| # Sent                 | 292         | 915    | 1330   |
| # of Responses         | 69          | 246    | 367    |
| Response Rate          | 23.6%       | 26.9%  | 27.6%  |

The HPSP Licensee Satisfaction Survey was issued to 100% of the Licensees enrolled in the HPSP Program at the end of June 2013. The survey was emailed to 258 licensees and mailed to 34. A total of 69 responses were received, representing a response rate of 23.6%. For Year 3, which includes surveys sent in October, January and July, the average response rate was 26.9%. This is comparable to Year 2's rate of 27.6%.

## Respondents

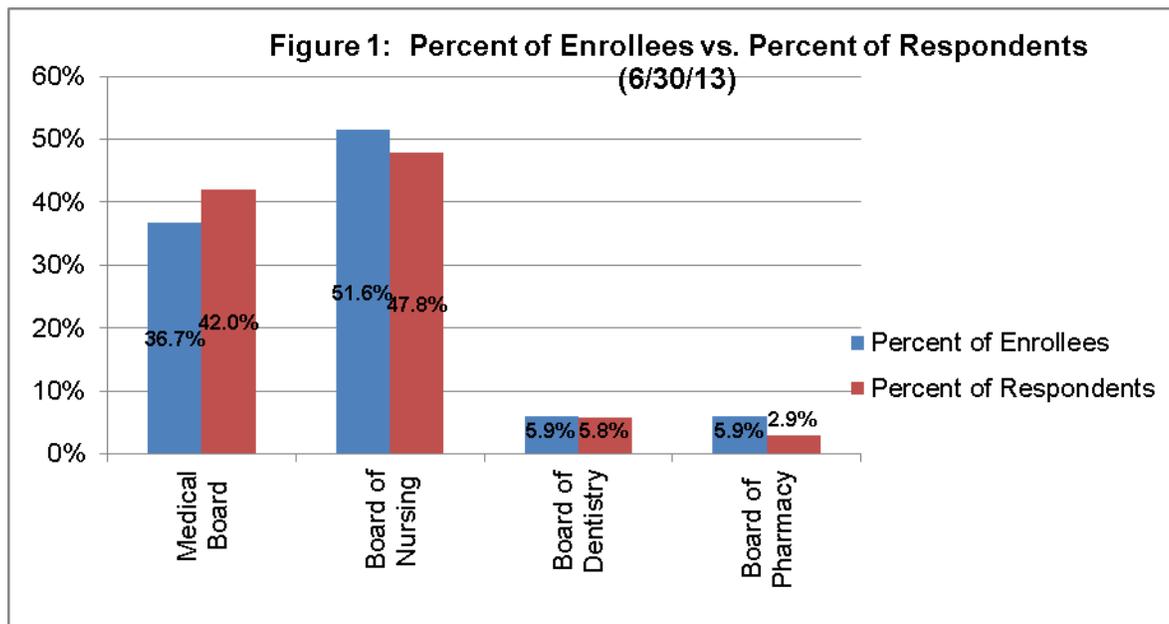
47.8% of respondents this period were representatives of the Board of Nursing, bringing the average for the year to 47.3%. The Medical Board follows with 42% for the period, and 42.8% for the year. The Board of Dentistry was represented by 5.8% of the respondents this period, and 6.2% for the year. The Board of Pharmacy was represented by 2.9% for the period and 3.7% for the year. (See Table 2)

**Data Table 2:**

| Table 2:<br>Respondents by Board | This Period<br>(n=69) |       | Year 3<br>(n=246) |       | Year 2<br>(n=367) |       |
|----------------------------------|-----------------------|-------|-------------------|-------|-------------------|-------|
|                                  | #                     | %     | #                 | %     | #                 | %     |
| Medical Board                    | 29                    | 42.0% | 104               | 42.8% | 105               | 28.6% |
| Board of Nursing                 | 33                    | 47.8% | 115               | 47.3% | 222               | 60.5% |
| Board of Dentistry               | 4                     | 5.8%  | 15                | 6.2%  | 16                | 4.4%  |
| Board of Pharmacy                | 2                     | 2.9%  | 9                 | 3.7%  | 17                | 4.6%  |
| No Response                      | 1                     | 1.4%  | 3                 | 1.2%  | 7                 | 1.9%  |

Comparing the response data to the enrollment data shows if the breakdown of respondents by board mirrors that of the enrolled licensees. The July breakdown is displayed in Table 3 and Figure 1, showing a skew towards the Medical Board.

| Table 3:<br>Comparison of Enrollees to Respondents | Percent of Enrollees<br>(6/30/13) | Percent of Respondents<br>(This Period) |
|--|-----------------------------------|---|
| Medical Board                                      | 36.7%                             | 42.0%                                   |
| Board of Nursing                                   | 51.6%                             | 47.8%                                   |
| Board of Dentistry                                 | 5.9%                              | 5.8%                                    |
| Board of Pharmacy                                  | 5.9%                              | 2.9%                                    |



## Customer Service

This question asks respondents to “Think about [their] most recent call to RBH.....” and evaluate 2 statements, one regarding responsiveness and the other regarding clarity and professionalism of the communication. Both for the period and the year, the mode response to both items was “strongly agree,” an improvement from Year 2’s mode of “agree.” (See Data Tables 4a – 4c).

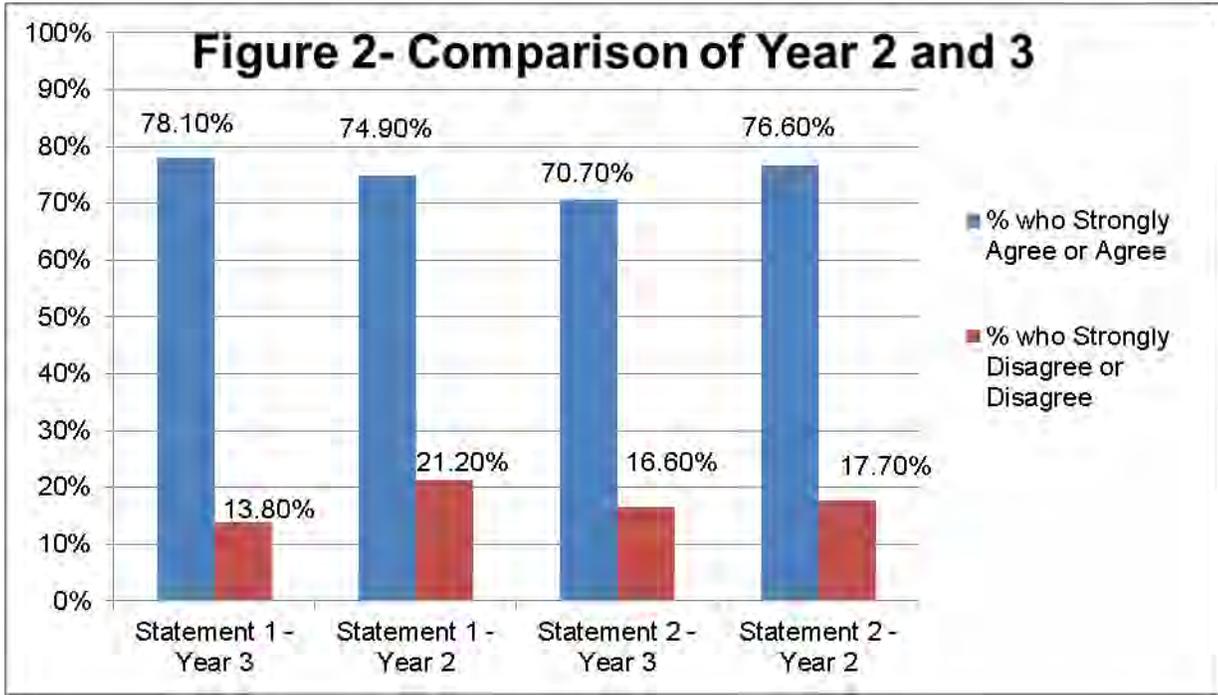
Only 13.8% of respondents in Year 3 “disagree” or “strongly disagree” that their questions/concerns were responded to promptly. Comparatively, 78.1% of respondents indicated that they “agree” or “strongly agree” with this statement. This is an improvement from 74.9% in Year 2. Similarly, only 16.6% of respondents in Year 3 “disagree” or “strongly disagree” that information was communicated clearly and professionally. This is an improvement from the 17.7% who responded in this way in Year 2. On the other hand, 70.7% indicated that they “agree” or “strongly agree” with this statement in Year 3 which is a decrease from the 76.6% in Year 2. This is illustrated on Figure 2 on the next page.

**Data Table 4a, b and c:** The mode (most frequent) response is highlighted in red. Not all responses have a mode.

| Table 4a:<br>This Period<br>(n=69)                                  | Strongly Agree |       | Agree |       | Disagree |       | Strongly Disagree |       | N/A |      | No Response |       |
|---|----------------|-------|-------|-------|----------|-------|-------------------|-------|-----|------|-------------|-------|
|   | #              | %     | #     | %     | #        | %     | #                 | %     | #   | %    | #           | %     |
| Questions and/or Concerns Were Responded to within one business day | 27             | 39.1% | 19    | 27.5% | 2        | 2.9%  | 7                 | 10.1% | 6   | 8.7% | 8           | 11.6% |
| Information was Communicated Clearly and Professionally             | 23             | 33.3% | 20    | 29.0% | 7        | 10.1% | 5                 | 7.2%  | 5   | 7.2% | 9           | 13.0% |

| Table 4b:<br>Year 3<br>(n=246)                                      | Strongly Agree |       | Agree |       | Disagree |      | Strongly Disagree |      | N/A |      | No Response |      |
|---|----------------|-------|-------|-------|----------|------|-------------------|------|-----|------|-------------|------|
|   | #              | %     | #     | %     | #        | %    | #                 | %    | #   | %    | #           | %    |
| Questions and/or Concerns Were Responded to within one business day | 104            | 42.3% | 88    | 35.8% | 11       | 4.5% | 23                | 9.3% | 12  | 4.9% | 8           | 3.3% |
| Information was Communicated Clearly and Professionally             | 93             | 37.8% | 81    | 32.9% | 23       | 9.3% | 18                | 7.3% | 10  | 4.1% | 21          | 8.5% |

| Table 4c:<br>Year 2<br>(n=367)                                      | Strongly Agree |       | Agree |       | Disagree |       | Strongly Disagree |       | N/A |      | No Response |      |
|---|----------------|-------|-------|-------|----------|-------|-------------------|-------|-----|------|-------------|------|
|   | #              | %     | #     | %     | #        | %     | #                 | %     | #   | %    | #           | %    |
| Questions and/or Concerns Were Responded to within one business day | 119            | 32.4% | 156   | 42.5% | 39       | 10.6% | 39                | 10.6% | 12  | 3.3% | 2           | 0.5% |
| Information was Communicated Clearly and Professionally             | 116            | 31.6% | 165   | 45.0% | 30       | 8.2%  | 35                | 9.5%  | 12  | 3.3% | 9           | 2.5% |



*(Report continues on next page.)*

## Agreement Monitors

The next item asked respondents to react to the following: “Regarding our Agreement Monitors, to what extent do you agree that...” The first item indicates that the Agreement Monitor is knowledgeable about the respondent’s case and the second indicates that the respondent’s needs and concerns are understood. For both items this year the mode response was “strongly agree.” This is an improvement over Year 2 when the mode response was “agree.” Combining both positive responses (“agree” and “strongly agree”) we find that there was not much change from year 2 to year 3:

|               | Year 3 (Agree/Strongly Agree) | Year 2 (Agree/Strongly Agree) |
|---------------|-------------------------------|-------------------------------|
| • Statement 1 | 78.9%                         | 78.5%                         |
| • Statement 2 | 70.3%                         | 73.6%                         |

These findings indicate that although there is not a greater percentage of respondents providing positive feedback on their agreement monitors, those who DO provide positive responses are providing even more favorable responses (moving from “agree” to “strongly agree.”)

**Data Table 5a, b and c:** The mode (most frequent) response is highlighted in red. Not all responses have a mode.

| Table 5a:<br>This Period<br>(n=69)                  | Strongly Agree |       | Agree |       | Disagree |       | Strongly Disagree |       | N/A |      | No Response |       |
|---|----------------|-------|-------|-------|----------|-------|-------------------|-------|-----|------|-------------|-------|
|   | #              | %     | #     | %     | #        | %     | #                 | %     | #   | %    | #           | %     |
| My Agreement Monitor is knowledgeable about my case | 25             | 36.2% | 22    | 31.9% | 8        | 11.6% | 6                 | 8.7%  | 1   | 1.4% | 7           | 10.1% |
| My needs and concerns are understood                | 21             | 30.4% | 21    | 30.4% | 10       | 14.5% | 9                 | 13.0% | 1   | 1.4% | 7           | 10.1% |

| Table 5b:<br>Year 3<br>(n=246)                      | Strongly Agree |       | Agree |       | Disagree |       | Strongly Disagree |       | N/A |      | No Response |      |
|---|----------------|-------|-------|-------|----------|-------|-------------------|-------|-----|------|-------------|------|
|   | #              | %     | #     | %     | #        | %     | #                 | %     | #   | %    | #           | %    |
| My Agreement Monitor is knowledgeable about my case | 103            | 41.9% | 91    | 37.0% | 23       | 9.3%  | 19                | 7.7%  | 4   | 1.6% | 6           | 2.4% |
| My needs and concerns are understood                | 91             | 37.0% | 82    | 33.3% | 30       | 12.2% | 30                | 12.2% | 3   | 1.2% | 10          | 4.1% |

| Table 5c:<br>Year 2<br>(n=367)                      | Strongly Agree |       | Agree |       | Disagree |       | Strongly Disagree |       | N/A |      | No Response |      |
|---|----------------|-------|-------|-------|----------|-------|-------------------|-------|-----|------|-------------|------|
|   | #              | %     | #     | %     | #        | %     | #                 | %     | #   | %    | #           | %    |
| My Agreement Monitor is knowledgeable about my case | 123            | 33.5% | 165   | 45.0% | 40       | 10.9% | 26                | 7.1%  | 9   | 2.5% | 4           | 1.1% |
| My needs and concerns are understood                | 127            | 34.6% | 143   | 39.0% | 42       | 11.4% | 38                | 10.4% | 6   | 1.6% | 11          | 3.0% |

## Service Components

This item asked respondents to “Please rate the following services as they contribute to your successful completion of the program.” Agreement Monitor contacts, newsletters, toxicology testing and the website are all listed for rating. This year, Individual Monitoring Consultants and Group Monitoring were also included for Medical Board (OMB) participants only. The majority of respondents rated each service element as “helpful” this period, this year and last year (Year 2).

**Data Table 6 a, b and c:** The mode (most frequent) response is highlighted in red. Not all responses have a mode.

| Table 6a:<br>This Period<br>(n=69) (*OMB only– n=29) | Extremely Helpful |       | Helpful   |              | Unhelpful |       | Extremely Unhelpful |       | N/A |       | No Response |       |
|--|-------------------|-------|-----------|--------------|-----------|-------|---------------------|-------|-----|-------|-------------|-------|
|  | #                 | %     | #         | %            | #         | %     | #                   | %     | #   | %     | #           | %     |
| Agreement Monitor contacts                           | 14                | 20.3% | <b>27</b> | <b>39.1%</b> | 13        | 18.8% | 7                   | 10.1% | 2   | 2.9%  | 6           | 8.7%  |
| Newsletter   | 4                 | 5.8%  | <b>38</b> | <b>55.1%</b> | 16        | 23.2% | 3                   | 4.3%  | 2   | 2.9%  | 6           | 8.7%  |
| Toxicology testing                                   | 11                | 15.9% | <b>24</b> | <b>34.8%</b> | 17        | 24.6% | 6                   | 8.7%  | 4   | 5.8%  | 7           | 10.1% |
| Website  | 6                 | 8.7%  | <b>29</b> | <b>42.0%</b> | 16        | 23.2% | 3                   | 4.3%  | 8   | 11.6% | 7           | 10.1% |
| Individual Monitoring Consultants*                   | 4                 | 13.8% | <b>7</b>  | <b>24.1%</b> | 6         | 20.7% | 2                   | 6.9%  | 5   | 17.2% | 5           | 17.2% |
| Group Monitoring*                                    | 4                 | 13.8% | <b>8</b>  | <b>27.6%</b> | 3         | 10.3% | 1                   | 3.4%  | 10  | 34.5% | 3           | 10.3% |

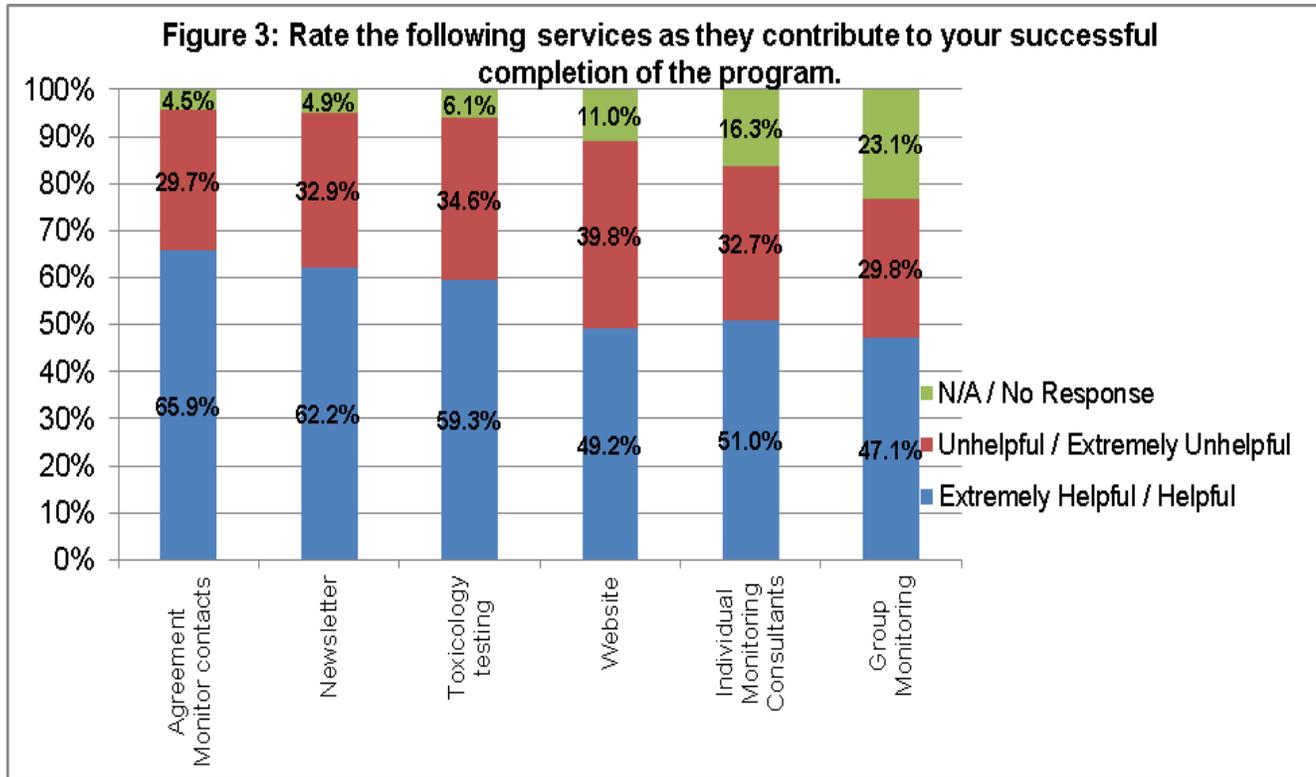
| Table 6b:<br>Year 3<br>(n=246)<br>(*OMB only– n=104) | Extremely Helpful |       | Helpful    |              | Unhelpful |       | Extremely Unhelpful |       | N/A |      | No Response |       |
|--|-------------------|-------|------------|--------------|-----------|-------|---------------------|-------|-----|------|-------------|-------|
|  | #                 | %     | #          | %            | #         | %     | #                   | %     | #   | %    | #           | %     |
| Agreement Monitor contacts                           | 54                | 22.0% | <b>108</b> | <b>43.9%</b> | 54        | 22.0% | 19                  | 7.7%  | 2   | 0.8% | 9           | 3.7%  |
| Newsletter   | 19                | 7.7%  | <b>134</b> | <b>54.5%</b> | 65        | 26.4% | 16                  | 6.5%  | 2   | 0.8% | 10          | 4.1%  |
| Toxicology testing                                   | 37                | 15.0% | <b>109</b> | <b>44.3%</b> | 61        | 24.8% | 24                  | 9.8%  | 4   | 1.6% | 11          | 4.5%  |
| Website  | 18                | 7.3%  | <b>103</b> | <b>41.9%</b> | 76        | 30.9% | 22                  | 8.9%  | 8   | 3.3% | 19          | 7.7%  |
| Individual Monitoring Consultants*                   | 17                | 16.3% | <b>36</b>  | <b>34.6%</b> | 21        | 20.2% | 13                  | 12.5% | 5   | 4.8% | 12          | 11.5% |
| Group Monitoring*                                    | 16                | 15.4% | <b>33</b>  | <b>31.7%</b> | 19        | 18.3% | 12                  | 11.5% | 10  | 9.6% | 14          | 13.5% |

| Table 6c:<br>Year 2<br>(n=367) | Extremely Helpful |       | Helpful    |              | Unhelpful |       | Extremely Unhelpful |       | No Response |      |
|--------------------------------|-------------------|-------|------------|--------------|-----------|-------|---------------------|-------|-------------|------|
|                                | #                 | %     | #          | %            | #         | %     | #                   | %     | #           | %    |
| Agreement Monitor contacts     | 78                | 21.3% | <b>178</b> | <b>48.5%</b> | 78        | 21.3% | 30                  | 8.2%  | 3           | 0.8% |
| Newsletter                     | 26                | 7.1%  | <b>204</b> | <b>55.6%</b> | 101       | 27.5% | 26                  | 7.1%  | 10          | 2.7% |
| Toxicology testing             | 58                | 15.8% | <b>192</b> | <b>52.3%</b> | 61        | 16.6% | 51                  | 13.9% | 5           | 1.4% |
| Website                        | 9                 | 2.5%  | <b>153</b> | <b>41.7%</b> | 141       | 38.4% | 39                  | 10.6% | 25          | 6.8% |

For the year in descending order, the following percentage of respondents rated the components “helpful” or “extremely helpful:”

- Agreement Monitor contacts - 65.9%
- Newsletters - 62.2%
- Toxicology Testing – 59.3%
- Individual Monitoring Consultants – 51.0%
- Website - 49.2%
- Group Monitoring – 47.1%

Year 3’s data is displayed in Figure 3.



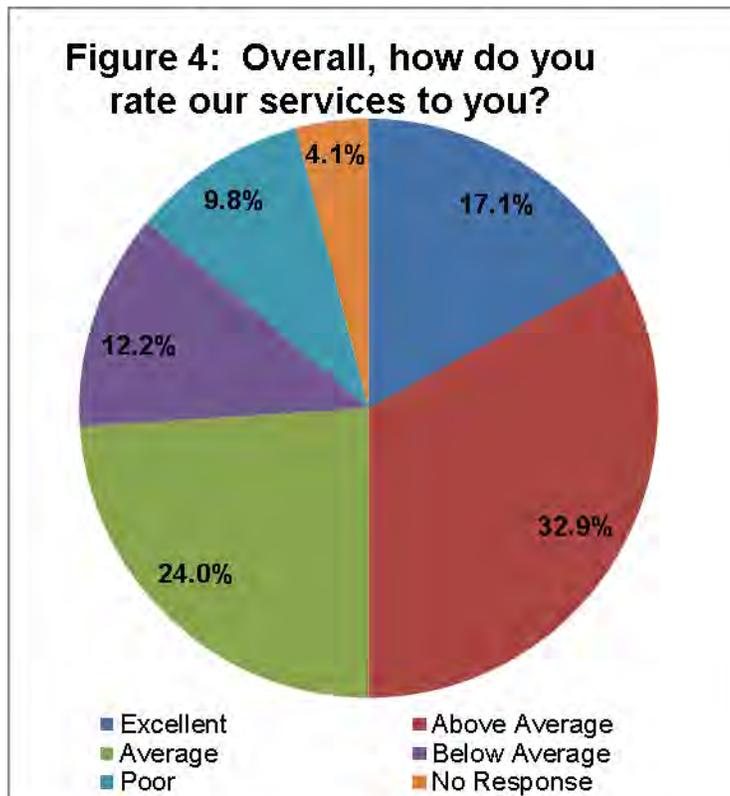
## Overall Rating of Services

Respondents were asked to rate the overall services. The mode response this year was “above average” for the first time this year. It did slide back to “average” for this period, however. For the year, 50.0% of respondents rated the program “excellent” or “above average” compared to 42.0% last year.

**Data Table 7:** The mode (most frequent) response is highlighted in red. Not all responses have a mode.

| Table 7:<br>Overall Rating | This Period<br>(n=69) |              | Year 3<br>(n =246) |              | Year 2<br>(n=367) |              |
|----------------------------|-----------------------|--------------|--------------------|--------------|-------------------|--------------|
|                            | #                     | %            | #                  | %            | #                 | %            |
| Excellent                  | 14                    | 20.3%        | 42                 | 17.1%        | 52                | 14.2%        |
| Above Average              | 19                    | 27.5%        | <b>81</b>          | <b>32.9%</b> | 102               | 27.8%        |
| Average                    | <b>20</b>             | <b>29.0%</b> | 59                 | 24.0%        | <b>125</b>        | <b>34.1%</b> |
| Below Average              | 6                     | 8.7%         | 30                 | 12.2%        | 44                | 12.0%        |
| Poor                       | 3                     | 4.3%         | 24                 | 9.8%         | 40                | 10.9%        |
| No Response                | 7                     | 10.1%        | 10                 | 4.1%         | 4                 | 1.1%         |

Figure 4 displays the Year 3 responses.

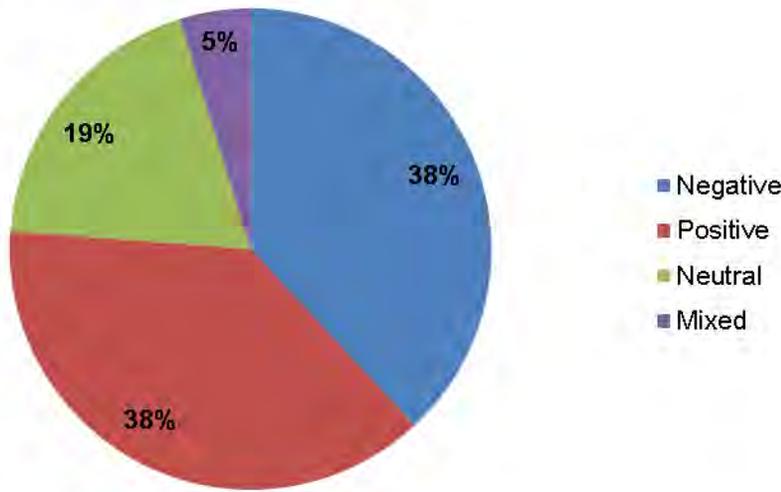


## Additional Comments

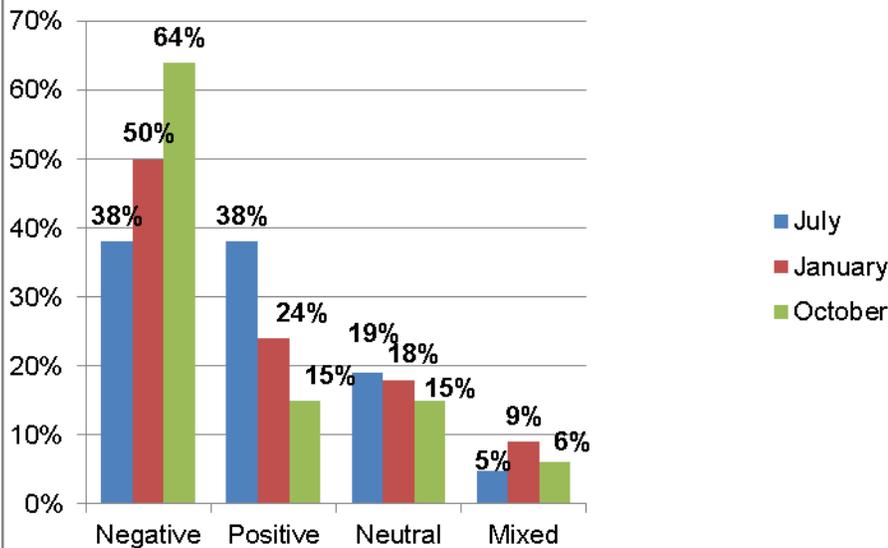
At the conclusion of the survey, respondents are asked for any additional comments. Twenty-one (21) comments were received, reviewed, and categorized in July. Comments were received from 30.4% of respondents compared to 35.4% in January and 40.7% in October. Comments were first categorized with an overall type: positive, negative, neutral or mixed (containing both positive and negative). In summary, 38% of the comments were positive, 38% were negative, 19% were neutral and 5% were mixed (both positive and negative). This data is displayed in Figure 5. There are significantly more positive comments than in the July and October surveys and significantly less negative comments than in those surveys. (See Figure 6) Overall, although there were fewer comments than we have seen previously, they are more positive and less negative than in prior reports.

Comments were then categorized by area (see Data Table 8, next page). Each issue within a comment was categorized to maximize the ability to capture all feedback. Comments areas were more widely disbursed this period. There were 3 each in the positive/general category and the positive/program structure category. It is important to note that the percentage of negative program structure and negative toxicology comments dropped substantially from the prior to reports.

**Figure 5: Comment Type**



**Figure 6: Comment Type by Survey**



| Table 8:<br>Categories of Comments Received |          | July     |              | January   |              | October   |              |
|---|----------|----------|--------------|-----------|--------------|-----------|--------------|
|   |          | #        | %            | #         | %            | #         | %            |
| Communication                               | Positive |          |              |           |              |           |              |
|   | Negative | 1        | 3.7%         | 2         | 4.5%         | 2         | 4.4%         |
| Financial Comp                              | Positive |          |              |           |              |           |              |
|   | Negative | 1        | 3.7%         | 1         | 2.3%         | 2         | 4.4%         |
| General                                     | Positive | <b>3</b> | <b>11.1%</b> | 5         | 11.4%        | 3         | 6.7%         |
|   | Negative | 2        | 7.4%         | 3         | 6.8%         | 4         | 8.9%         |
|   | Neutral  |          |              | 2         | 4.5%         | 1         | 2.2%         |
| Mental Health Component                     | Positive |          |              |           |              |           |              |
|   | Negative | 1        | 3.7%         | 1         | 2.3%         | 1         | 2.2%         |
| Program Structure                           | Positive | <b>3</b> | <b>11.1%</b> | 3         | 6.8%         |           |              |
|   | Negative | 2        | 7.4%         | <b>11</b> | <b>25.0%</b> | <b>12</b> | <b>26.7%</b> |
|   | Neutral  | 2        | 7.4%         | 3         | 6.8%         | 1         | 2.2%         |
| Staff – Account Manager                     | Positive | 2        | 7.4%         | 2         | 4.5%         | 4         | 8.9%         |
|   | Negative | 2        | 7.4%         | 4         | 9.1%         | 1         | 2.2%         |
|   | Neutral  | 1        | 3.7%         | 1         | 2.3%         | 1         | 2.2%         |
| Staff - General                             | Positive | 2        | 7.4%         | 1         | 2.3%         |           |              |
|   | Negative | 1        | 3.7%         |           |              | 1         | 2.2%         |
| Staff Availability & Responsiveness         | Positive |          |              |           |              | 1         | 2.2%         |
|   | Negative |          |              |           |              | 1         | 2.2%         |
| Toxicology / Lab Locations                  | Positive |          |              |           |              |           |              |
|   | Negative | 1        | 3.7%         | 5         | 11.4%        | 7         | 15.6%        |
|   | Neutral  | 2        | 7.4%         |           |              | 2         | 4.4%         |
| Website / IVR                               | Positive |          |              |           |              |           |              |
|   | Negative | 1        | 3.7%         |           |              | 1         | 2.2%         |

## Actual Comments Received – July 2013

*\*\*Note that comments are shown as the respondent typed or wrote them. Spelling, punctuation and grammar have not been corrected.*

1. I was reported as non-compliant because my monitor did not understand one of the HPSP policies. When I attempted to discuss it with her prior to reporting me, she refused and reported me anyway. Then when she did finally understand it, she forwarded situation to her supervisor. Now they refuse to reverse the decision unless my board on their own decides that it was reported in error, which of course will not happen because they do not investigate, just record what decisions are given to them by HPSP. This whole situation was handled VERY unprofessionally, and demonstrated a complete lack of insight and integrity on the part of HPSP.
2. Keep up the good work-constant improvement has produced good results.
3. Agreement monitor frequently has no idea what is going on. Loses paper work and doesn't recording interactions. She is talks down to myself as well as my employer. I have had many complaints from my employer regarding unprofessional attitude of my monitor.
4. My agreement monitor is the BEST!! [Name], I couldn't do it without you.
5. System for call ins doesn't work all the time. Frustrating
6. The team is always friendly and helpful
7. Thank you for addressing all my previous questions. Here are some more:
  1. My monitoring agreement and addendum don't make any reference to having a sponsor. Why do I have to report the frequency of contacts with my sponsor?
  2. Does the Advisory Committee have any current or former monitorees on it? Shouldn't there be a consumer advisory committee comprised of monitorees as well?
8. I find it very odd that my agreement monitor is located on the east coast while I am participating in the HPSP in Portland Oregon. I think it would be better to have an agreement monitor who is local and in the same time zone. It would be great to be able to meet the agreement monitor in person also. To be able to attach the voice on the phone to a face. Much like meeting with a behavioral health counselor or a 12-step program sponsor.
9. I'm grateful to be a participant in this Helath Professional's Program which is rigorous but with outstanding evidence-based outcome statistics. An excellent program which is complementary to my 12 step recovery work in my local community
10. Consider changing UA requirements and increasing vacation days as the years go by. It would be nice to be rewarded for sustained recovery.
11. Too restrictive for nurses who are completely voluntary, nurses who sign up to do the right thing, not nurses who sign up because they are afraid their employer will turn them in.
12. This service does not help the participant
13. Let's face it: you are a monitoring agency. I resent the little "tips" to stay sober which seem condescending. Monitoring is your task; leave the sobriety to our learned mechanisms.
14. The program is very helpful and I understand the need to keep the community safe but the number of toxicology test and cost are quite detrimental to someone trying to get back on their feet and the length of the program. All programs are 2 years, yet we are required to call daily for 4 years. Seems random test after two years would suffice if given 1-2 days to complete. Thank you.
15. Its not difficult to stay in compliance. The rules of the contract provide necessary structure.
16. My monitor- [Name] is incredible and takes the time to be sure I am ok in my program. Kudos to her!!
17. Not set up for mental illness which is not active or ever a problem for medical practice.
18. I have seen more of an individualized approach lately. All in all very helpful pgm.
19.
  1. Please eliminate the monthly workplace monitor requirement. Quarterly should be adequate after the first 2 years.
  2. Please restore Tier1 testing as an approved site (even if probationary).
  3. Vacation should be vacation, and free of required call-in or testing, since it does not affect the workplace. Increased testing after a prolonged absence would be an appropriate trade-off to help avoid relapse.
  4. A single missed test should not represent "substantial noncompliance" if testing is completed within 24 hours. RBH cannot maintain it's call-in service reliably 100% of the time, why should participants be expect to achieve "perfect" results?
20. I appreciate your genuine kindness, empathy and willingness to listen.
21. I feel it is important that we get a chance to meet face to face with our monitor. It should be voluntary and if an additional cost needs to be assessed I have no problem with that.

## Summary Analysis

The average licensee survey response rate was 26.9% for Year 3, which includes surveys sent in October, January and July. This is comparable to Year 2's rate of 27.6%. The breakdown of respondents by board is skewed by 6 percentage points towards the Medical Board, but is otherwise representative of the licensee population.

For the year, when thinking about their most recent call to RBH, 78.1% of respondents indicate that they "agree" or "strongly agree" that their questions/concerns were responded to promptly. Similarly, 70.7% indicate that they "agree" or "strongly agree" that information was communicated clearly and professionally. The mode response to both items was "strongly agree."

Agreement Monitors received strong ratings again this year: 78.9% of respondents "agree" or "strongly agree" that (his/her) Agreement Monitor is knowledgeable about (his/her) case. Similarly, 70.3% of respondents "agree" or "strongly agree" that (his/her) needs and concerns are understood. For both items this year the mode response was "strongly agree." This is an improvement over Year 2 when the mode response was "agree."

When rating how various components contribute towards the successful completion of the program, Agreement Monitor contacts, Newsletters, Toxicology testing, the Website Individual Monitoring and Group Monitoring were all most frequently rated as "Helpful" both for the period and the year.

Overall, 50% of respondents rated the services as "excellent" or "above average" for the year. This is up from 42% in Year 2 and 26.0% in year 1. The mode response this year was "above average" for the first time, an improvement from "average."

Twenty-one (21) comments were received, reviewed, and categorized in July. Overall, although there were fewer comments than we have seen previously, they are more positive and less negative than in prior reports. Comments areas were more widely dispersed this period. It is important to note that the percentage of negative program structure and negative toxicology comments dropped substantially from the prior to reports.

# Reliant Behavioral Health Health Professionals' Services Program (HPSP) Satisfaction of EMPLOYERS / WORKPLACE MONITORS

## Purpose

The purpose of assessing Employers / Workplace Monitors is to obtain constructive feedback that can be used to improve the services provided by the HPSP Program. RBH strives to maintain the quality, effectiveness, and efficiency of the program, and thus evaluates Employers' / Workplace Monitors' satisfaction with the HPSP Program on a twice yearly basis.

Feedback is obtained from Employers / Workplace Monitors via a satisfaction survey that is emailed or mailed to Employers / Workplace Monitors who are asked to complete the survey online. The survey is short and can be completed in 2-3 minutes.

Feedback includes information about timeliness of response, knowledge level of staff, the monthly safe practice form, and their overall rating of RBH's support of their supervision of licensees. Also, the survey asks for any additional comments.

One method of determining the value of HPSP is through the Satisfaction Survey. The RBH Policy Advisory Committee (PAC) has taken on the role of quality management. Following review of the survey results, the PAC will identify opportunities for improvement and develop interventions if necessary. The PAC will continue to monitor performance at specified intervals following the implementation of the intervention(s).

## Data Results

### Response Rate

| Table 1: Response Rate | This Period | Year 3 | Year 2 |
|------------------------|-------------|--------|--------|
| # Sent                 | 192         | 389    | 387    |
| # Responses            | 41          | 73     | 53     |
| Response Rate          | 21.4%       | 18.8%  | 13.7%  |

The HPSP Employers Satisfaction Survey was distributed to Workplace Monitors through email and mail in both January and July. Out of the total 389 surveys distributed, 73 responses were received for a response rate of 18.8%. This is a significant improvement over Program Year 2's rate of 13.7%. This period's response rate was the strongest to-date at 21.4%, representing 41 responses out of 192 surveys sent.

## Type of Service Provided by Employer

Respondents are first asked the type of services provided by their organization. Although “medical” was the most frequent response for this period as we saw last year, for Year 3 the most frequent response overall was “nursing.” This is consistent with the break-down of the population of enrolled licensees.

Data Table 2: The mode (most frequent) response is highlighted in red. Not all responses have a mode.

| Table 2:<br>Type of Services Provided | This Period<br>(n=41) |              | Year 3<br>(n=73) |              | Year 2<br>(n=53) |              |
|---------------------------------------|-----------------------|--------------|------------------|--------------|------------------|--------------|
|                                       | #                     | %            | #                | %            | #                | %            |
| Medical                               | <b>21</b>             | <b>51.2%</b> | 33               | 45.2%        | <b>24</b>        | <b>45.3%</b> |
| Nursing                               | 17                    | 41.5%        | <b>36</b>        | <b>49.3%</b> | 19               | 35.8%        |
| Pharmacy                              | 1                     | 2.4%         | 1                | 1.4%         |                  |              |
| Dental                                | 1                     | 2.4%         | 2                | 2.7%         | 2                | 3.8%         |
| Other                                 | 1                     | 2.4%         | 1                | 1.4%         | 7                | 13.2%        |
| No Response                           |                       |              |                  |              | 1                | 1.9%         |

## Services

Respondents are then asked to rate HPSP's services, including timeliness and knowledge of licensee when there is a concern in the workplace. This year, the 3<sup>rd</sup> item was modified from "Our ability to respond to concerns regarding program administration" to "Our ability to respond to questions regarding program administration." An additional item was added this year, "Frequency of feedback from RBH regarding Licensee's compliance." Finally, an overall rating is requested. For this period and year, the mode response to all items was clearly "excellent." This is a noticeable improvement from Year 2 when the mode for all items was "above average."

Data Tables 3a, 3b and 3c: The mode (most frequent) response is in red (not all items have a mode):

| Table 3a<br>This Period<br>(n=41)                                    | Excellent                                     |       | Above Average |       | Average |       | Below Average |      | Poor |      | N/A or No Response |       |
|--|---|-------|---------------|-------|---------|-------|---------------|------|------|------|--------------------|-------|
|  | #   | %     | #             | %     | #       | %     | #             | %    | #    | %    | #                  | %     |
|  | Response timeframe when I request information | 17    | 41.5%         | 5     | 12.2%   | 2     | 4.9%          | 1    | 2.4% | 1    | 2.4%               | 15    |
| Staff knowledge of a licensee when there is concern in the workplace | 13  | 31.7% | 4             | 9.8%  | 4       | 9.8%  |               |      |      |      | 20                 | 48.8% |
| Our ability to respond to questions regarding program administration | 20  | 48.8% | 7             | 17.1% | 2       | 4.9%  | 1             | 2.4% |      |      | 11                 | 26.8% |
| Frequency of feedback from RBH regarding Licensee's compliance       | 13  | 31.7% | 8             | 19.5% | 7       | 17.1% | 1             | 2.4% | 4    | 9.8% | 8                  | 19.5% |
| Overall rating of our services                                       | 19  | 46.3% | 8             | 19.5% | 8       | 19.5% | 1             | 2.4% |      |      | 5                  | 12.2% |

| Table 3b<br>Year 3<br>(n=73)   | Excellent                                     |       | Above Average |       | Average |       | Below Average |      | Poor |      | N/A or No Response |       |
|--|---|-------|---------------|-------|---------|-------|---------------|------|------|------|--------------------|-------|
|  | #   | %     | #             | %     | #       | %     | #             | %    | #    | %    | #                  | %     |
|  | Response timeframe when I request information | 30    | 41.1%         | 14    | 19.2%   | 5     | 6.8%          | 2    | 2.7% | 2    | 2.7%               | 20    |
| Staff knowledge of a licensee when there is concern in the workplace | 22  | 30.1% | 16            | 21.9% | 6       | 8.2%  |               |      |      |      | 29                 | 39.7% |
| Our ability to respond to questions regarding program administration | 31  | 42.5% | 18            | 24.7% | 7       | 9.6%  | 1             | 1.4% |      |      | 16                 | 21.9% |
| Frequency of feedback from RBH regarding Licensee's compliance       | 23  | 31.5% | 15            | 20.5% | 11      | 15.1% | 4             | 5.5% | 7    | 9.6% | 13                 | 17.8% |
| Overall rating of our services                                       | 33  | 45.2% | 18            | 24.7% | 14      | 19.2% | 3             | 4.1% |      |      | 5                  | 6.8%  |

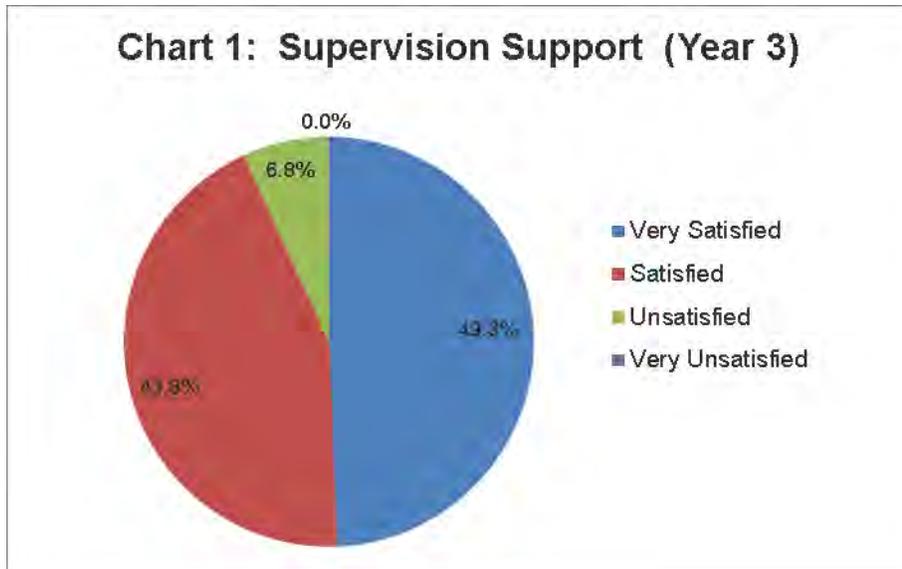
| Table 3c<br>Year 2<br>(n=53)   | Excellent                                     |       | Above Average |       | Average |       | Below Average |      | Poor |   | N/A or No Response |       |
|--|---|-------|---------------|-------|---------|-------|---------------|------|------|---|--------------------|-------|
|  | #   | %     | #             | %     | #       | %     | #             | %    | #    | % | #                  | %     |
|  | Response timeframe when I request information | 12    | 22.6%         | 15    | 28.3%   | 6     | 11.3%         | 2    | 3.8% | 2 | 3.8%               | 16    |
| Staff knowledge of a licensee when there is concern in the workplace | 10  | 18.9% | 13            | 24.5% | 9       | 17.0% | 1             | 1.9% |      |   | 20                 | 37.7% |
| Our ability to respond to concerns regarding program administration  | 8   | 15.1% | 17            | 32.1% | 7       | 13.2% | 2             | 3.8% |      |   | 19                 | 35.8% |
| Overall rating of our services                                       | 13  | 24.5% | 23            | 43.4% | 11      | 20.8% | 3             | 5.7% |      |   | 3                  | 5.7%  |

## Supervision Support

The next item reads: “RBH supports your supervision of licensees. How satisfied are you with our support?” For the period and the year, the mode response was “very satisfied” which was an improvement from Year 2. This period, 51.2% indicated they were “very satisfied” and 41.5% indicated that they were “satisfied.” For all of Year 3, 49.3% of respondents indicated they were “very satisfied,” followed by 43.8% who indicated they were “satisfied.”

Data Table 4: The mode (most frequent) response is in red (not all items have a mode):

| Table 4:<br>Supervision Support | This Period<br>(n=41) |       | Year 3<br>(n=73) |       | Year 2<br>(n=53) |       |
|---------------------------------|-----------------------|-------|------------------|-------|------------------|-------|
|                                 | #                     | %     | #                | %     | #                | %     |
| Very Satisfied                  | 21                    | 51.2% | 36               | 49.3% | 21               | 39.6% |
| Satisfied                       | 17                    | 41.5% | 32               | 43.8% | 26               | 49.1% |
| Unsatisfied                     | 3                     | 7.3%  | 5                | 6.8%  | 3                | 5.7%  |
| Very Unsatisfied                |                       |       |                  |       |                  |       |
| No Response                     |                       |       |                  |       | 3                | 5.7%  |



## Workplace Safety

A new item was added to the survey this year: “How would you rate RBH’s ability to monitor the licensee to ensure safety in the workplace?” The mode response was “excellent” both for the period and the year, with between 42% and 44% of responses. The second most common response was “average.”

**Data Table 5:** The mode (most frequent) response is highlighted in red:

| Table 5:<br>Workplace Safety | This Period<br>(n=41) |       | Year 3<br>(n=73) |       | Year 2<br>N/A – Not Asked |   |
|------------------------------|-----------------------|-------|------------------|-------|---------------------------|---|
|                              | #                     | %     | #                | %     | #                         | % |
| Excellent                    | 18                    | 43.9% | 31               | 42.5% |                           |   |
| Above Average                | 9                     | 22.0% | 18               | 24.7% |                           |   |
| Average                      | 14                    | 34.1% | 21               | 28.8% |                           |   |
| Below Average                |                       |       | 2                | 2.7%  |                           |   |
| Poor                         |                       |       |                  |       |                           |   |
| No Response                  |                       |       | 1                | 1.3%  |                           |   |

A follow-up question requests any suggested changes or recommendations.

### Actual Comments – July:

*\*\*Note that comments are shown as the respondent typed or wrote them. Spelling, punctuation and grammar have not been corrected.*

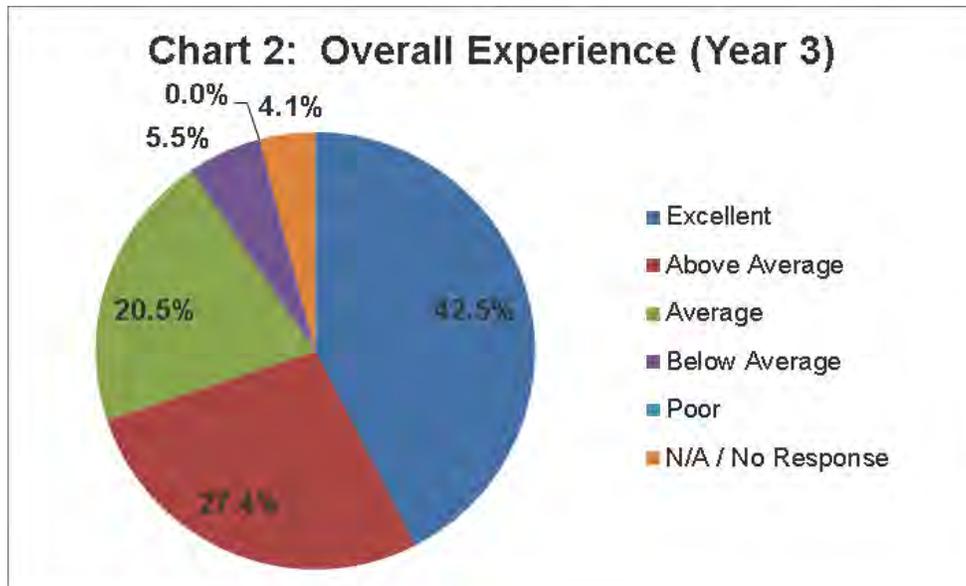
1. Taking into consideration sleep patterns for night shift RNs who have to test when travel is involved can potentially have a negative safety impact. (i.e. RN works on Thursday and Friday nights, has to drive over an hour to test during business hours, can impact sleep patterns.)
2. I like that I get an email monthly now to remind me to send in my monitor report
3. I have not ever gotten any feedback - I am hoping that no news is good news.
4. In the last year I started receiving emails to remind me to send in the monthly workplace agreement. That is very helpful. However, if there is a problem with the worker and they need to refrain from patient care for a period of time, I don't get a lot of follow up feedback once the issue is resolved. Maybe that is because of confidentiality.
5. You do not communicate to me what you are doing outside of having me fill out monthly reports.
6. The program seems pretty one sided. I provide information but never get any information back as to the staff members compliance or progress from RBH's standpoint.
7. The link to learn more information about didn't work so I really don't know who you are, what you are monitoring the licensee for, or why. I am the second monitor for this licensee so my predecessor may have gotten this information and I take some responsibility since I didn't ask before now, but since RBH was aware of the change in monitor it would have been nice if there could have been some kind of overview of the program.
8. I oversee two individuals. For one of the individuals I often (but not always) receive a monthly form to complete in a PDF. However, the form is not labeled regarding who it is for, so I am never sure which one to use it for. So, please use the electronic form consistently, with all individuals, and complete the information regarding who it is for, before distributing.

## Overall Experience

Respondents are then asked to rate their overall experience working with RBH. The mode response was “excellent” at 46.3% for the period and 42.5% for the year. Although “excellent” was also the mode in Year 2, it increased from 35.8% that year. There continue to be no “poor” responses.

**Data Table 6:** The mode (most frequent) response is highlighted in red:

| Table 6:<br>Overall Experience | This Period<br>(n=41) |       | Year 3<br>(n=73) |       | Year 2<br>(n=53) |       |
|--------------------------------|-----------------------|-------|------------------|-------|------------------|-------|
|                                | #                     | %     | #                | %     | #                | %     |
| Excellent                      | 19                    | 46.3% | 31               | 42.5% | 19               | 35.8% |
| Above Average                  | 9                     | 22.0% | 20               | 27.4% | 17               | 32.1% |
| Average                        | 10                    | 24.4% | 15               | 20.5% | 12               | 22.6% |
| Below Average                  | 2                     | 4.9%  | 4                | 5.5%  | 3                | 5.7%  |
| Poor                           |                       |       |                  |       |                  |       |
| N/A or No Response             | 1                     | 2.4%  | 3                | 4.1%  | 2                | 3.8%  |



## Additional Comments

### Actual Comments – July:

*\*\*Note that comments are shown as the respondent typed or wrote them. Spelling, punctuation and grammar have not been corrected.*

1. Would be nice to email workplace monitor report instead of faxing each month. Could be checkboxes and then send form.
2. I didn't have any issues raised with this employee, and therefore didn't have much contact with RBH beyond routine monthly reports.
3. I am new as supervising clinician for employee engaged. He reports good experiences to date.
4. I have an employee who during the first year of being monitored response time was good from your company. Now that we are in the second year of monitoring, i still have emails out that have not been responded to.
5. Have not had any issues with RN that is being monitored, Appreciate reminders to get reports in via email. I do feel that if I had issues or concerns, I would be able to readily reach someone to discuss those concerns.
6. With any problems they notify me right away so I can make necessary arrangements with Providers schedule. However I don't get follow up feedback after a situation is resolved.
7. I've had no contact from RBH for at least a year. I fill out forms monthly, but receive no information from RBH. If this is integral to the process (as your questions above seem to imply) then you should be in better communication with your monitors. I've had no specific issues with the person I monitor, so have not needed to contact RBH this year.
8. I appreciate your email reminders for timeliness
9. I am a new workplace monitor and can only speak to the initial discussion I had with your agency which was very helpful. Also, I have recently started receiving email reminders for the monthly forms and that has been very helpful to make sure its not forgotten or overlooked.
10. I only put average on a lot of my answers, because I don't have anything to compare it to.

## Summary Analysis

The HPSP Employers Satisfaction Survey had a response rate of 18.8% for Year 3, a significant improvement from the prior year (13.7% response rate.). Respondents indicated that their organizations primarily provide Nursing services (49.3%) or Medical services (45.2%) which is consistent with the licensee population.

HPSP's customer service, particularly in this case timeliness of responses, knowledge of licensees when there is a concern in the workplace, ability to respond to questions regarding program administration and frequency of feedback regarding licensee's compliance, were all rated as "excellent" by the largest group of respondents. This is an improvement from Year 2 when the mode responses were "above average."

49.3% of all respondents this year are "very satisfied" with the support they receive when supervising licensees. This is followed by 43.8% who indicate they are "satisfied." Further, 42.5% of all respondents indicate they rate RBH's ability to monitor the licensee to ensure safety in the workplace as "excellent." Again this is followed by an additional 24.7% who provide a rating of "above average."

Further, 42.5% rate their overall experience working with RBH HPSP as "excellent" and an additional 27.4% rate it as "above average" for a total of 69.9%.

RBH will continue to increase contact with the Workplace Monitors based on the feedback, particularly the comments, received.

# **Reliant Behavioral Health Health Professionals' Services Program (HPSP) Satisfaction of PROFESSIONAL ASSOCIATIONS**

## **Purpose**

The purpose of assessing representatives from the Oregon Medical Association, Oregon Nursing Association, Oregon Pharmacy Association, and the Oregon Dental Association is to obtain constructive feedback that can be used to improve and maintain the quality, effectiveness, and efficiency of the HPSP Program. In order to provide continuous quality services, RBH evaluates this stakeholder group's satisfaction with the HPSP Program on a twice yearly basis.

Feedback is obtained from Association representatives via a satisfaction survey that is emailed to representatives who are asked to complete the survey online. The survey is short and can be completed in 2-3 minutes.

Feedback includes information about the timeliness of response, knowledge level of staff, ability to enroll licensees, and an overall rating of RBH services. Also, the survey asks about the value of the HPSP Program to their membership, and asks for any additional comments.

One method of determining the value of HPSP is through the Satisfaction Survey. The RBH Policy Advisory Committee (PAC) has taken on the role of quality management. Following review of the survey results, the PAC will identify opportunities for improvement and develop interventions if necessary. The PAC will continue to monitor performance at specified intervals following the implementation of the intervention(s).

## **Data Results**

### **Response Rate**

The HPSP Satisfaction survey was distributed to 1 representative of each Professional Association, plus a second representative from the Oregon Nursing Association. A total of 5 surveys were emailed both in January and July. Unfortunately, no responses were received to either survey. This was also true in year two. During year one, this survey had an average response rate of 12% although the response rate ranged from 0% to 20% throughout the year.

### **Summary Analysis**

There were not any responses to this survey. It is recommended that RBH provide outreach to the Professional Associations.

# Reliant Behavioral Health

## Health Professionals' Services Program (HPSP)

### Satisfaction of TREATMENT PROVIDERS

#### Purpose

The purpose of assessing representatives from Treatment Providers is to solicit feedback that can be used to improve the services provided through the HPSP Program. RBH strives to maintain the quality, effectiveness, and efficiency of the program, and evaluates the Treatment Providers' satisfaction with the HPSP Program on a twice yearly basis.

Feedback is obtained from Treatment Providers representatives via a satisfaction survey that is emailed or mailed to representatives who are asked to complete the survey online. The survey is short and can be completed in 2-3 minutes.

Feedback includes information about RBH's communication, responsiveness of staff, overall rating of experience, and any additional comments.

One method of determining the value of HPSP is through the Satisfaction Survey. The RBH Policy Advisory Committee (PAC) has taken on the role of quality management. Following review of the survey results, the PAC will identify opportunities for improvement and develop interventions if necessary. The PAC will continue to monitor performance at specified intervals following the implementation of the intervention(s).

#### Data Results

#### Response Rate

| Table 1: Response Rate | This Period | Year 3 | Year 2 |
|------------------------|-------------|--------|--------|
| # Sent                 | 187         | 294    | 62     |
| # Responses            | 18          | 27     | 5      |
| Response Rate          | 9.6%        | 9.2%   | 8.1%   |

The HPSP Treatment Program Satisfaction Survey was distributed to representatives at various treatment programs that provide services to Licensees enrolled in HPSP. A total of 294 surveys were sent by mail or email between January and July; 187 of these were sent in July. The population that received surveys has dramatically increased from Year 2 when only 62 surveys were distributed. The response rate is not increasing as dramatically, but is improving: 9.6% for the period, 9.2% for Year 3 and 8.1% for Year 2.

## Role of Respondent

The survey was modified this year to include an additional open-ended question which asked “In what capacity were you working with the licensee?” For Year 4, the open-ended question will be converted to a multi-select question. The following responses were received this year:

| Table 2: Role of Respondent           | July | January |
|---------------------------------------|------|---------|
| Counselor / Therapist                 | 5    | 1       |
| Independent Psychiatrist              |      | 1       |
| EAP Counselor                         | 1    |         |
| Therapist / PMC                       | 6    | 1       |
| Group Monitor (GMC)                   | 1    | 2       |
| Monitor (type unspecified)            | 2    |         |
| Consultant, Therapist                 |      | 1       |
| Treating physician                    |      | 1       |
| Treating physician / Evaluator        | 1    |         |
| Outpatient substance abuse counseling |      | 1       |
| Chemical Dependency Treatment         |      | 1       |

## Customer Service and Communication

Survey respondents are asked to rate three different statements relating to customer service, particularly communication between HPSP and the provider. Although there were a wide-variety of responses, the majority of respondents “Agreed” that their concerns were responded to promptly and that information was communicated clearly and professionally. This mirrors the results seen in Year 2. Responses were more split to the statement “I had all the information I needed when I saw the licensee.” Seven respondents for the period indicated they “agreed” while seven also “disagreed;” For the year, 10 “agreed” and 11 “disagreed.”

Data Tables 3 a, b, and c: The mode (most frequent) response is highlighted in red. Not all responses have a mode.

| Table 3a:<br>This Period<br>(n=18)                         | Strongly Agree |       | Agree |       | Disagree |       | Strongly Disagree |      | N/A |       | No Response |   |
|--|----------------|-------|-------|-------|----------|-------|-------------------|------|-----|-------|-------------|---|
|  | #              | %     | #     | %     | #        | %     | #                 | %    | #   | %     | #           | % |
| My questions and/or concerns were responded to promptly    | 4              | 22.2% | 11    | 61.1% | 1        | 5.6%  |                   |      | 2   | 11.1% |             |   |
| Information was communicated clearly and professionally    | 4              | 22.2% | 11    | 61.1% |          |       | 1                 | 5.6% | 2   | 11.1% |             |   |
| I had all the information I needed when I saw the licensee | 2              | 11.1% | 7     | 38.9% | 7        | 38.9% | 1                 | 5.6% | 1   | 5.6%  |             |   |

| Table 3b:<br>Year 3<br>(n=27)                              | Strongly Agree |       | Agree |       | Disagree |       | Strongly Disagree |      | N/A |       | No Response |   |
|--|----------------|-------|-------|-------|----------|-------|-------------------|------|-----|-------|-------------|---|
|  | #              | %     | #     | %     | #        | %     | #                 | %    | #   | %     | #           | % |
| My questions and/or concerns were responded to promptly    | 7              | 25.9% | 16    | 59.3% | 1        | 3.7%  |                   |      | 3   | 11.1% |             |   |
| Information was communicated clearly and professionally    | 6              | 22.2% | 15    | 55.6% | 3        | 11.1% | 1                 | 3.7% | 2   | 7.4%  |             |   |
| I had all the information I needed when I saw the licensee | 4              | 14.8% | 10    | 37.0% | 11       | 40.7% | 1                 | 3.7% | 1   | 3.7%  |             |   |

| Table 3c:<br>Year 2<br>(n=5)                               | Strongly Agree |   | Agree |      | Disagree |     | Strongly Disagree |   | N/A |     | No Response |   |
|--|----------------|---|-------|------|----------|-----|-------------------|---|-----|-----|-------------|---|
|  | #              | % | #     | %    | #        | %   | #                 | % | #   | %   | #           | % |
| My questions and/or concerns were responded to promptly    |                |   | 4     | 80%  |          |     |                   |   | 1   | 20% |             |   |
| Information was communicated clearly and professionally    |                |   | 5     | 100% |          |     |                   |   |     |     |             |   |
| I had all the information I needed when I saw the licensee |                |   | 4     | 80%  | 1        | 20% |                   |   |     |     |             |   |

## Overall Experience

Respondents are next asked “Overall, how would you rate your experience working with RBH staff of the HPSP program?” The majority of respondents this period, this year and last year all responded “average.”

Data Tables 4: The mode (most frequent) response is highlighted in red. Not all responses have a mode.

| Table 4:<br>Overall Rating | This Period<br>(n=18) |              | Year 3<br>(n=27) |              | Year 2<br>(n=5) |            |
|----------------------------|-----------------------|--------------|------------------|--------------|-----------------|------------|
|                            | #                     | %            | #                | %            | #               | %          |
| Excellent                  | 3                     | 16.7%        | 5                | 19.2%        |                 |            |
| Above Average              | 3                     | 16.7%        | 4                | 15.4%        | 2               | 40%        |
| Average                    | <b>9</b>              | <b>50.0%</b> | <b>12</b>        | <b>46.2%</b> | <b>3</b>        | <b>60%</b> |
| Below Average              | 2                     | 11.1%        | 4                | 15.4%        |                 |            |
| Poor                       | 1                     | 5.6%         | 1                | 3.8%         |                 |            |
| No Response                |                       |              | 1                | 3.8%         |                 |            |

## Additional Comments

### Actual Comments – July:

*\*\*Note that comments are shown as the respondent typed or wrote them. Spelling, punctuation and grammar have not been corrected.*

1. Communication and expectations have become clearer over time, to your credit. Thank you.
2. Staff was very responsive
3. There have been times in the past year or so when the participant informed me at a quarterly meeting of situations that arose that I should have had better communication with agreement monitors about.
4. it would be helpful if more information were provided regarding return to work process, without having to be asked for it. More collaboration between HPSP and us.
5. unreasonable, unwilling to change their stance even with overwhelming evidence to the contrary. Seems like all you are/were concerned with is the money and not taking into consideration the actual facts and consequences of your demands on the health professional and her career. When you have 4 other professionals countering a diagnoses and one that you stand with and contract with it would see logical that you might question the validity of your contracted agency and the qualifications of the person(s) handing out a diagnosis that will severely and permanently impact a young professional in the field.
6. the agreement monitors and support staff are very helpful and pleasant
7. One planning meeting with all parties involved seems minimum for a successful program. This would need to be paid for me to participate.
8. I marked all of the first questions as N/A as I have not seen a new pt recently which presumably would result in some form of communication from RBH? Nor have I made an inquiry of RBH. I don't think I have ever been contacted by RBH. As a treating clinician I am expected to send in a form summarizing status periodically but I am not sure what to expect from RBH in the form of communication or collaboration.
9. Patient has had several occurrences where she could not reach her monitor and miscommunication around a travel day resulted in a missed UA. Despite travel clearance, she was expected to test on her travel day. I have concerns of patient needs being reasonably met.
10. I do not receive any feedback on my evaluations, and I do not receive results of UAs and evaluations my patients have gotten through RBH. As a medical director of a rehab unit as well as an addiction treatment physician I think open communication is the best pathway to consistent and professional treatment of people with addiction issues.
11. I'm very pleased with the program and the responsiveness the staff have to it's affiliates and their clients.

## Summary Analysis

The response rate to the HPSP Treatment Program Satisfaction Survey for Year 3 was 9.2%, an improvement from last year's 8.1%. Respondents varied in their relationship to the licensee, however "consultant" (GMC or PMC) was the most common relationship identified.

The majority of respondents "agreed" that their concerns were responded to promptly and that information was communicated clearly and professionally. This mirrors the results seen in Year 2. Responses were more split to the statement "I had all the information I needed when I saw the licensee." Seven respondents for the period indicated they "agreed" while seven also "disagreed;" For the year, 10 "agreed" and 11 "disagreed."

The mode response for overall rating was "Average."

It is recommended that RBH change the relationship item to a multi-select question. Further, RBH should continue to work to strengthen the relationship with the various Treatment Providers based on the feedback provided. This should not only create a better partnership with which to serve the licensee, but also a stronger response rate from which to obtain more feedback next year.

# Reliant Behavioral Health

## Health Professionals' Services Program (HPSP)

### Satisfaction of BOARDS

#### Purpose

The purpose of assessing representatives from the Medical Board, Board of Nursing, Board of Dentistry, and the Board of Pharmacy, is to obtain constructive feedback that can be used to improve and maintain the quality, effectiveness, and efficiency of the HPSP Program. In order to provide continuous quality services, RBH evaluates satisfaction with the HPSP Program on a quarterly basis.

Feedback is obtained from Board representatives via a satisfaction survey that is emailed to representatives who are asked to complete the survey online. The survey is short and can be completed in 2-3 minutes.

Feedback includes information about the overall program and staff, timeliness of our responses to inquiries, knowledge level of our staff, our ability to enroll referred licensees, and our ability to administer the program.

One method of determining the value of HPSP is through the Satisfaction Survey. The RBH Policy Advisory Committee (PAC) has taken on the role of quality management. Following review of the survey results, the PAC will identify opportunities for improvement and develop interventions if necessary. The PAC will continue to monitor performance at specified intervals following the implementation of the intervention(s).

#### Data Results

##### Response Rate

| Table 1: Response Rate | This Period | Year 3 | Year 2 |
|------------------------|-------------|--------|--------|
| # Sent                 | 8           | 17     | 16     |
| # Returned             | 4           | 8      | 8      |
| Response Rate          | 50.0%       | 47.1%  | 50.0%  |

The HPSP Boards Satisfaction Survey was emailed to representatives at 100% of the participating Boards both in January and July. The response rate for July was 50.0%, representing four responses to eight surveys sent. For the year, a total of eight responses were received out of 17 possible, resulting in a 47.1% response rate. Last year's response rate was similar at 50.0%

##### Respondents

This period, surveys were sent to three representatives each from the Medical Board and Board of Pharmacy and one each from the other two boards. Respondents this period were from the Medical Board (3) and the Board of Pharmacy (1). For the year, the Board of Nursing is also represented. Year 2's survey had better representation from each board.

| Table 2: Respondents by Board | This Period (n=4) |     | Year 3 (n=8) |       | Year 2 (n=8) |       |
|-------------------------------|-------------------|-----|--------------|-------|--------------|-------|
|                               | #                 | %   | #            | %     | #            | %     |
| Medical Board                 | 3                 | 75% | 5            | 62.5% | 3            | 37.5% |
| Board of Nursing              |                   |     | 1            | 12.5% | 2            | 25%   |
| Board of Dentistry            |                   |     |              |       | 1            | 12.5% |
| Board of Pharmacy             | 1                 | 25% | 2            | 25%   | 2            | 25%   |

## Services

Respondents were asked to rate four different service components based on their experience. All responses to the July survey were “Excellent” or “Above Average.” In all but one question, there was not a mode because the responses were evenly split. For the year, results are more varied but the mode response was “Excellent” or “Above Average” for each question. Results from Year 2 are also displayed for comparison purposes.

**Data Table 3a, b and c:** The mode (most frequent) response is highlighted in red. Not all responses have a mode:

| Table 3a –<br>This Period<br>(n=4)   | Excellent |     | Above<br>Average |            | Average |   | Below<br>Average |   | Poor |   | N/A or No<br>Response |   |
|--|-----------|-----|------------------|------------|---------|---|------------------|---|------|---|-----------------------|---|
|  | #         | %   | #                | %          | #       | % | #                | % | #    | % | #                     | % |
| Staff knowledge of the case when I need to discuss a board referred licensee | 2         | 50% | 2                | 50%        |         |   |                  |   |      |   |                       |   |
| Response timeframe when I request information                                | 2         | 50% | 2                | 50%        |         |   |                  |   |      |   |                       |   |
| Our ability to respond to Board concerns regarding program administration    | 1         | 25% | <b>3</b>         | <b>75%</b> |         |   |                  |   |      |   |                       |   |
| Overall, how do you rate our services  | 2         | 50% | 2                | 50%        |         |   |                  |   |      |   |                       |   |

| Table 3b –<br>Year 3<br>(n=8)  | Excellent |              | Above<br>Average |              | Average |       | Below<br>Average |       | Poor |   | N/A or No<br>Response |       |
|--|-----------|--------------|------------------|--------------|---------|-------|------------------|-------|------|---|-----------------------|-------|
|  | #         | %            | #                | %            | #       | %     | #                | %     | #    | % | #                     | %     |
| Staff knowledge of the case when I need to discuss a board referred licensee | <b>4</b>  | <b>50.0%</b> | 3                | 37.5%        | 1       | 12.5% |                  |       |      |   |                       |       |
| Response timeframe when I request information                                | <b>4</b>  | <b>50.0%</b> | 3                | 37.5%        |         |       | 1                | 12.5% |      |   |                       |       |
| Our ability to respond to Board concerns regarding program administration    | 2         | 25.0%        | <b>4</b>         | <b>50.0%</b> | 1       | 12.5% |                  |       |      |   | 1                     | 12.5% |
| Overall, how do you rate our services  | <b>4</b>  | <b>50.0%</b> | 3                | 37.5%        |         |       | 1                | 12.5% |      |   |                       |       |

| Table 3c –<br>Year 2<br>(n=8)  | Excellent |              | Above<br>Average |              | Average |       | Below<br>Average |   | Poor |   | N/A or No<br>Response |   |
|--|-----------|--------------|------------------|--------------|---------|-------|------------------|---|------|---|-----------------------|---|
|  | #         | %            | #                | %            | #       | %     | #                | % | #    | % | #                     | % |
| Staff knowledge of the case when I need to discuss a board referred licensee | <b>5</b>  | <b>62.5%</b> | 2                | 25.0%        | 1       | 12.5% |                  |   |      |   |                       |   |
| Response timeframe when I request information                                | 2         | 25.0%        | <b>4</b>         | <b>50.0%</b> | 2       | 25.0% |                  |   |      |   |                       |   |
| Our ability to respond to Board concerns regarding program administration    | 3         | 37.5%        | 3                | 37.5%        | 2       | 25.0% |                  |   |      |   |                       |   |
| Overall, how do you rate our services  | 3         | 37.5%        | 3                | 37.5%        | 2       | 25.0% |                  |   |      |   |                       |   |

## What Should We Improve?

### Actual Comments – July:

*\*\*Note that comments are shown as the respondent typed or wrote them. Spelling, punctuation and grammar have not been corrected.*

1. Understanding each of the Boards' processes and how they interact or might interact with HPSP.
2. There are occasions when response time is slow, but since we experience heavy volume periods as well, I try to be understanding.

## Additional Comments

### Actual Comments – July:

No comments received

## Summary Analysis

The Medical Board was most heavily represented in this year's survey response set with six responses. The Board of Nursing and Board of Pharmacy each had one response. The Board of Dentistry did not respond. The overall response rate for the period was 50% and for the year was 47.1%

The following four statements were rated:

1. Staff knowledge of the case when I need to discuss a board referred licensee
2. Response timeframe when I request information
3. Our ability to respond to Board concerns regarding program administration
4. Overall, how do you rate our services

Except for item three, these responses had a mode response of "excellent" for the year. Item three had a mode response of "above average." Four recommendations for improvement were provided and three general comments were provided.



State of Oregon

Governor's Office of  
Diversity & Inclusion / Affirmative Action

# AFFIRMATIVE ACTION SUMMARY REPORT

July 1, 2013 – June 30, 2015



Frank Garcia, Jr., Director, Policy Advisor  
Jenny Lee Berry, Deputy Director  
Joy Howard, Executive Assistant



JOHN A. KITZHABER, MD  
GOVERNOR



June 15, 2013

The Honorable John A. Kitzhaber,  
Governor of Oregon  
State Capitol  
900 Court St. NE  
Salem, OR 97301

Dear Governor John A. Kitzhaber:

It is an honor and with great satisfaction that I present the State of Oregon's *July 1, 2013 – June 30, 2015 Affirmative Action Summary Report*. This report details the efforts that state government agencies, with the assistance of the Governor's Diversity & Inclusion/Affirmative Action Office, have made and future strategies to promote Oregon as a leader for workforce diversity, service delivery excellence and a developed organizational culture of inclusion. I am sure you will agree that, while there are many examples of successes to this end, our work is just beginning in developing a statewide delivery system that has the skill set and multi-cultural capacity to thrive in meeting the rapidly changing service demands of today's Oregonians.

Thank you for your support of Diversity & Inclusion/Affirmative Action throughout your term as Governor of the State of Oregon. Your leadership has provided our team with the needed capital to begin implementing the Diversity & Inclusion vision and discipline across the State of Oregon delivery system. Our next steps call for leveraging our current momentum by directing some of our efforts in partnership with the mid-size and smaller agencies; all the while continuing our focus on long-term sustainable goals as the principle measurement of our success throughout the State of Oregon Enterprise. Our team looks forward to being of resource and guiding our agencies to multiple successes as we continue to implement initiatives and strategies that meet the demands of a changing demographic.

I am confident that the work and vision our office has established, under your leadership, has moved the State of Oregon further toward its goal of inclusion as a business ethic; improving our delivery system while also increasing access and equity for all Oregonians.

Respectfully yours,

Frank Garcia, Jr., Director  
Diversity & Inclusion/Affirmative Action  
Office of the Governor



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## EXECUTIVE SUMMARY

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In January of 2011, newly-elected Governor Kitzhaber was intentional in changing the working titles of Affirmative Action to Diversity and Inclusion and the Advocate for Minority, Women and Emerging Small Business to Economic & Business Equity in an effort to signal that how we do business at the State of Oregon must change. Moreover, that we must intentionally diversify our workforce, operations and perspectives; and develop organizational cultural competence, if we wish the State of Oregon to thrive, lead, and grow the support and confidence of a vastly increased multi-cultural Oregon. This new, 21st century, language and discipline sits on the foundation of Suffrage, Civil Rights, Affirmative Action and Access & Equity, but focuses its attention on problem-solving, organizational performance, innovation, leadership, value-added outcomes and service delivery accountability. To assist us with the implementation of our vision, our office has aligned with author Andreas Tapia's description of Diversity as the "mix" (noun) and Inclusion as "getting the mix to work (verb)." This definition focuses its attention on next steps, action items and follow-through, which historically has been a challenge for organizations to complete in pursuit of their diversity interests.

It is our hope, over time, that this vision will develop a leadership culture that fosters and embeds Diversity and Inclusion throughout the State of Oregon. Some examples to this end include: increased diverse and multi-cultural perspectives throughout the State of Oregon system; improved business and service delivery outcomes; significantly increased certified firm contracting inclusion; improved individual and organizational cultural competence; organizational accountability; maximization of taxpayer dollars; and improved public confidence and community relations. Ultimately, improving the outcomes of our business and service delivery system and organizational culture so that Diversity and Inclusion (D&I) becomes a "turnkey" by employees and volunteers in policy, operations, and day-to-day activities. D&I becomes an organizational imperative, "it's something we just do."

There are several goals of this biennial report, but we would like to highlight our primary goals:

1. to illustrate the current State of Diversity & Inclusion at the State of Oregon,
2. to show the progress we are making,
3. to establish a pathway and provide direction for where we are headed in our identified goals, and
4. to establish this report as a valuable resource tool for state agencies and the public for not only understanding the importance and value of Affirmative Action, access, equity, diversity and inclusion, but to also be utilized as a resource for policy and program development application as well.

This report contains data and information on progress the State of Oregon has made and is doing in regards to Affirmative Action, diversity, and inclusion across the State of Oregon enterprise. In addition to our traditional workforce diversity data, risk management data from Dept. of Administrative Services, and discrimination claims for

the Bureau of Labor and Industries, we highlight new strategies into two primary workforce categories: 1.) recruitment/placement and 2.) retention/promotion.

In order to create effective strategies to improve the State of Oregon's recruitment, placement, retention, and promotion strategies, the Governor's Office of Diversity & Inclusion/Affirmative Action:

1. Convenes the quarterly Governor's Diversity & Inclusion Agency Head Kitchen Cabinet;
2. Works with and provides advice to stakeholder groups, policy-makers, and constituents to better serve the increasingly diverse state population;
3. Creates a pipeline of diverse and qualified individuals through internship program initiatives;
4. Collaborates with state agencies on diversity;
5. Monitors and responds to Affirmative Action, Equal Employment Opportunity, workforce data, the State of Oregon service delivery systems, agencies organizational culture;
6. Collects, analyzes, and monitors data;
7. Provides information and referral services; and
8. Responds to public inquiries regarding civil rights, access, equity, justice, discrimination concerns.

The Governor's Office of Diversity & Inclusion/Affirmative Action believes that the following recommendations focus on the current organizational service needs of the State of Oregon and lay the foundation for an intentional commitment to champion the recruitment, placement, retention, and promotion of all protected classes and all skill sets required to match the public demands. This will create an inclusionary and developed professional environment and establish programs and resources that strive to eradicate any existing discriminatory conditions or practices, whether intentional or unintentional.

In order for the State to achieve its goals, agencies must:

1. Approach Affirmation Action, Diversity and Inclusion as an opportunity for problem-solving, innovation, a value-add;
2. Organization development;
3. Seek ways to create succession plans by looking at their recruitment, placement, retention, promotion strategies;
4. Monitor their agency's risk management data;
5. Create strategies for community engagement;
6. Develop new or revise policies to err on inclusion; and
7. Establish diversity and inclusion as a business ethic.

We recognize that this biennium continues to be affected by the recession and the results show by a decreased number of state employees, yet higher demand for services. Shrinking budgets and downsizing are forcing the State of Oregon workforce to leverage its talent and capital for the benefit of all Oregonians. It allows us to look at how we conduct business so that we can be more efficient and effective. These strategies should assist agencies with the identification and implementation of future strategies for improving workforce diversity and inclusion. It is our goal that this report establish itself as a widely used and valuable resource tool for state agencies

and the public for not only understanding the importance and value of Affirmative Action, access, equity, diversity and inclusion, but to also be utilized as a resource for policy and program development application as well.

# INTRODUCTION

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## **History of the Governor’s Office of Diversity & Inclusion / Affirmative Action**

The Governor’s Office of Diversity & Inclusion/Affirmative Action ensures that Oregon’s state government has created, maintains and embeds a diverse and inclusive environment and organizational culture throughout the state delivery system. Our office also ensures that all Oregonians, regardless of gender, age, race, national origin, color, ethnicity, religion, people with disabilities, sexual orientation, veterans (etc.), have a fair and equal chance for available job opportunities in state government.

We work both inside and outside of state government with everyone from state agency heads, human resources and on-the-ground staff to community-based organizations and the general public. This not only identifies systemic barriers and weaknesses that stand in the way of a diverse and inclusive workforce, but also finds and implements effective solutions that will fix the problems and improve the performance and service delivery of state organizations.

While the Diversity & Inclusion/Affirmative Action office was created by federal and state laws, we are working to build an organization that uses the concepts of Diversity & Inclusion, e.g. problem-solving, innovation, organizational development, to create workplaces that are stronger, better functioning, and more dynamic - and can deliver the best possible service to the people of Oregon.

## **Diversity and Inclusion**

As described by author Andreas Tapia in 2010, we have adopted and use his definition of Diversity as the “Mix” (noun) and Inclusion is “getting the mix to work” (verb). We recognize diversity as the collective mixtures of our differences and similarities. We seek out these differences as a strength in order to maximize our competitive advantage through innovation, effectiveness and adaptability.

Inclusion is “leveraging diversity”, and building/sustaining a culture where people are engaged and motivated. Ultimately, Inclusion is the environment we create to allow these differences to thrive. We avoid exclusion -- the antithesis of Inclusion - as this is a powerful action that leads to alienation, marginalization and disenfranchisement and shapes the lens of communities that are historically underrepresented in society.

Typically, we think of Diversity in a US centric - traditional way, referring primarily to gender and ethnicity. Diversity has a global perspective and includes a lot more – it includes thoughts, communication style, interests, languages, values and beliefs, and a variety of dimensions. It’s really about all of the differences that we bring into the workplace.

The way we include diverse communities is critical to building and implementing our policy agenda. This involves building a base of trusted confidants from beginning to end, through the use of consistent and intentional outreach & communication actions by “finding common ground” and the use of “telling a story.” The social press is a partner in influencing and changing overall public opinion.

## Mission and Objectives

The mission of the Governor's Office of Diversity & Inclusion/Affirmative Action is to reaffirm the State's policy on nondiscrimination and Affirmative Action; identify agency goals and review their action plans to gauge the employment and retention of employees by age, disability, family status, gender, marital status, national origin, race, religion, or sexual orientation; provide program specifics for promoting and encouraging equal employment opportunity; and communicate and demonstrate the Governor's commitment to equal employment opportunity and Affirmative Action principles.

The Governor's Office of Diversity & Inclusion/Affirmative Action assists agencies to be in compliance with mandates on equal employment opportunities, diversity, and internal and external public relations strategies. Desired results include:

1. Compliance with federal, state, and local mandates;
2. Reduction in the number of claims and lawsuits through early intervention and problem solving;
3. Creation of a safe and welcoming environment, both physically and mentally;
4. Promotion of the State of Oregon as leader in diversity and inclusion, innovation, efficiencies, and effectiveness;
5. Recruitment, placement, retention, promotion and monitoring of ethnic minorities, women, people with disabilities, and other protected classes;
6. Enhancement of trust and credibility with employees;
7. Cultivation of a strong relationship with ethnic communities and private, public, academic, and faith-based organizations;
8. Promotion of accessibility and opportunity in state government for all Oregonians; and
9. Restore public confidence in the State of Oregon.



The philosophy of the Governor's Office of Diversity & Inclusion/Affirmative Action is to ensure that diversity & inclusion is embedded within the organizational culture and practice within state government.

## Affirmative Action Background

ORS 659A.012 established a statewide policy around equal employment opportunity and advancement. Agencies in the executive branch were charged to create and submit their agency Affirmative Action Plan to the Governor's Office. These Affirmation Action Plans are submitted on a biennial basis; then reviewed to ensure compliance with ORS 659A.012; and followed by a summary report that is presented to the Governor who finally presents it to the Legislature. It is the intention of the Governor's Office to focus on agencies' best practices around diversity and inclusion efforts and capture agencies' goals for improvement in the next biennium.

All Affirmative Action plans are reviewed by the Governor’s staff in the Diversity, Inclusion and Affirmative Action Office. In order for agencies to create a comprehensive Affirmative Action Plan, Governor’s Office staff conducted monthly meetings with Affirmative Action representatives to provide technical assistance and support. These plans are to be used by agencies as a tool to further their diversity, inclusion and affirmative action goals, and not only to be looked at from a data standpoint. Although data trends are important to monitor and analyze improvements and trends.

The Affirmative Action program was first established in the State of Oregon on July 1, 1975 in an effort to eliminate the effects of past and present under-representation, intended or unintended, that were evident by analysis of employment patterns, practices and policies. The following chart includes those that have been appointed to serve as the Affirmative Action directors for the State of Oregon.

| Term                     | Affirmative Action Director | Governor            |
|--------------------------|-----------------------------|---------------------|
| July 1975 - January 1979 | Harold Williams             | Robert Straub       |
| January 1979 - 1987      | Kay Toran                   | Victor Atiyeh       |
| January 1987 - 1991      | Kathleen Sadaat             | Neil Goldschmidt    |
| January 1991 - 1995      | Jeanette Pai                | Barbara Roberts     |
| January 1995 - 2003      | Raleigh Lewis               | John Kitzhaber      |
| July 2003 - January 2011 | Peggy C. Ross               | Theodore Kulongoski |
| January 2011 - Present   | Frank Garcia, Jr.           | John Kitzhaber      |



## Governor's Diversity & Inclusion Staff



**Frank Garcia, Jr.** serves as the Director and Senior Policy Advisor to the Governor on Diversity & Inclusion and Affirmative Action. With more than 15 years of experience in state government, Frank has worked for several agencies in the capacity of organizational change management, operations and policy, research and development, human resources, multicultural communications and public relations, and diversity and inclusion. Most recently, Frank served as the Diversity Administrator for the Oregon State Bar where he led and implemented a system-wide vision and strategic plan. For the Governor's Office, he continues to champion diversity and inclusion by embedding D&I as a business and organizational development ethic. His passion for change and being a change leader has been demonstrated by his commitment to ensure that no community is excluded.



**Jenny Lee Berry** serves as the Deputy Director for Diversity & Inclusion/Affirmative Action. She works with state agencies on their Affirmative Action plans, and assists with program planning, design and implementation around diversity initiatives. Prior to joining the Governor's Office in August 2012, Jenny worked for Dept. of Human Services' Public Health Division in the Office of Multicultural Health (renamed OHA/Office of Equity and Inclusion) for about 9 years. She worked towards ending health disparities for racial and ethnic communities through policy development, program planning and implementation. She most recently repatriated from Shanghai, China where she and her family lived for nearly four years. Her experience and work with diverse communities and state agency partners has been valuable to the office.



**Joy Howard** serves as Executive Assistant in the Governor's Office to both the Diversity & Inclusion and Economic & Business Equity teams. She joined the Governor's Office in April 2011 and brings deep and broad knowledge of and experience working with the State.

# DIVERSITY & INCLUSION/AFFIRMATIVE ACTION OVERSIGHT, PROGRAMS, TRAININGS

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To support Governor Kitzhaber's goal for a diverse and inclusive Oregon, the Governor's Office of Diversity & Inclusion/Affirmative Action provides oversight, consultation, monitoring, training and programs in the following areas:

- Advocacy Commissions
- Community Engagement and Outreach
- Consultation and Technical Assistance
- Cultural Competency Assessment and Implementation Services
- Data Analysis
- Diversity & Inclusion News, Resources, Job Opportunities Communication
- Government Operations
- Immigration
- Policy Development
- Racial and Ethnic Appointees to Boards and Commissions
- State Agency Collaborations
- Statewide Diversity Conference
- Statewide Exit Interviews
- Training Opportunities



## Advocacy Commissions

The Governor's Office of Diversity & Inclusion/Affirmative Action continues to provide consultation and policy direction for the Advocacy Commissions. The Commissions for Black Affairs, Asian & Pacific Islander Affairs, Hispanic Affairs, and Women have proven to be valuable for community and stakeholders. These Governor-appointed commissioners are respected members of their communities and providing the community at-large with the opportunity to voice their concerns in a way that is solutions-based has had positive reactions within the communities.

In 2011, a law student intern from Willamette University provided research on hate crimes in Oregon. As a result, the advocacy commissions and Dept. of Justice are working on future joint legislation that will improve upon Oregon's current hate crimes law.

## Community Engagement and Outreach

The Governor's Office of Diversity & Inclusion/Affirmative Action engages with community-based organizations, private and public sectors, K-12 schools, higher education institutions, faith-based organizations and other organizations to model an inclusive environment. A 10-point Community Outreach/Engagement Strategies were created to help policy advisors and agency leaders to successfully engage with diverse constituents.

## **Consultation and Technical Assistance**

The Governor's Office of Diversity and Inclusion/Affirmative Action consults with state agencies that are seeking to create or improve their service delivery. Oregon Parks & Recreation sought consultation on their "Let's Go Camping" program to understand which communities utilize their park facilities. They created survey questions in Spanish and Russian at two of their parks to see if the parks adequately serve their Spanish and Russian-speaking communities. They used the survey data to implement changes and modifications that would better serve all communities. In addition, ODPB realized that the minimum qualifications for some entry-level positions were hindering recruitment for those positions. So, they created an internship program where they underfilled their Park Ranger 1 position with student workers. This gave area students a paid internship while they received real work experience that could help them fulfill the minimum qualifications that was once an obstacle.

Another successful consultation resulted in OLCC to create a Liquor Store Apprenticeship Program. The agency realized that their licensed liquor stores were not very racially and ethnically diverse. Through consultation from the Governor's Office, OLCC leadership created an apprenticeship program that would help underrepresented communities from successfully getting a license to successfully operate liquor stores.

## **Cultural Competency Assessment and Implementation Services**

Executive Order 08-18 charged all state agencies to complete a Cultural Competency Assessment to be conducted by culturally competent contractors on the state ORPIN system. As of 2012, 6 state agencies have completed the Cultural Competency Assessment. Due to fiscal reductions and limitations, many state agencies were not able to complete the assessment. Among the agencies that have completed the cultural competency assessment, there is a work plan in place to move them forward in striving to become a culturally competent agency.

Assessments of this nature are important to identify key areas of successes and challenges. The Governor's Office of Diversity & Inclusion/Affirmative Action continues to encourage agencies that have funds to comply with the completion of the Cultural Competency Assessment. For those agencies that have limited funds, it is encouraged that agency staff participate in various diversity trainings, programs, events and activities that occur throughout the year, across the state. The Office of Diversity & Inclusion/Affirmative Action provides a comprehensive list of activities, events, programs and opportunities on a regular basis.

## **Data Analysis**

Providing accurate, current and meaningful data is imperative in assessing the organization's successes and areas of challenge. The Governor's Office of Diversity & Inclusion/Affirmative Action monitors and analyzes recruitment, placement, retention and promotion for protected classes to ensure that State agencies are compliant with state and federal EEO/Affirmative Action laws. DAS Risk Management and BOLI data on discrimination claims are also analyzed to provide policy direction for agencies that want to prevent discrimination claims by spending funds on preventative steps versus spending funds associated with lawsuits and claims.

## Diversity & Inclusion News, Resources, Job Opportunities Email Blast

Through years of successful community outreach efforts, the Governor's Office of Diversity & Inclusion receives a wealth of information from community and agency partners. Diversity and inclusion news, resources, and job opportunities are shared with a large network of individuals through regular email communication. This information sharing provides communities, agencies and individuals with current and relevant information.

## Governor's Diversity & Inclusion Agency Head Kitchen Cabinet

Through the support of Governor Kitzhaber, the Office of Diversity & Inclusion/Affirmative Action and the Office of Business & Economic Equity jointly convene quarterly meetings of state agency executives and administrators. Traditionally, agency leaders were not often involved with discussions around creating a diverse and inclusive work environment. However, with the start of these regularly scheduled meetings, agency directors and leaders are actively engaged in shaping policies and programs that impact their staff and the public. Best practices and strategies are shared as well as new opportunities for collaboration.

## Immigration

Frank Garcia, as the Governor's Senior Policy Advisor, works with state agency partners, stakeholder groups and the community to provide direction on policies pertaining to immigration. In 2010, driving privileges for Oregon undocumented residents were prohibited. This law adversely impacted Oregon's economy and public safety. As Oregon's local agricultural and service industry relies on the work performed by undocumented residents, many chose to move to other states. Among those that remained in Oregon, their undocumented status disallowed them to legally drive and operate a motor vehicle. The Governor's Office of Diversity & Inclusion/Affirmative Action has worked with a diverse group of stakeholders to create public policy to reinstate driving privileges for Oregon's undocumented residents.

In 2011, the Governor's Office of Diversity & Inclusion/Affirmative Action worked with the Oregon State Police and the Mexican Consulate's Office to allow undocumented residents to use Mexican Consulate cards as a form of identification on routine traffic stops.



## Racial and Ethnic Appointees to Boards and Commissions

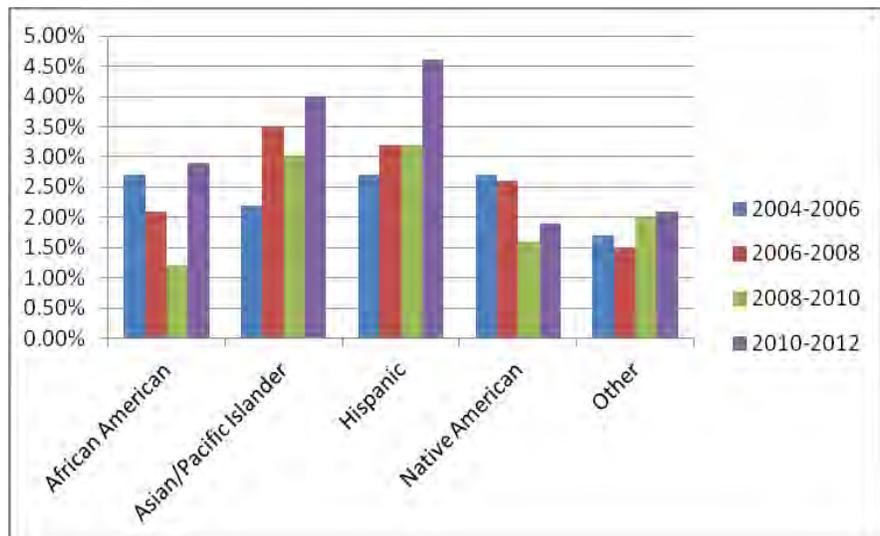
This biennium has experienced 71% growth in the number of racial and ethnic communities represented on Governor-appointed boards and commissions compared to the last biennium. Oregon’s population continues to increase in its racial and ethnic diversity in all race categories. Ensuring that Governor-appointed boards and commissions sustain their diverse makeup is important so that different perspectives and experiences are considered in the decision-making and policy development processes.

| Protected Class        | 2000 Census | 2010 Census | 7/1/2004 to 6/30/2006 |      | 7/1/2006 to 6/30/2008 |      | 7/1/2008 to 6/30/2010 |      | 7/1/2010 to 6/30/2012 |      |
|------------------------|-------------|-------------|-----------------------|------|-----------------------|------|-----------------------|------|-----------------------|------|
| African American       | 1.63%       | 1.8%        | 30                    | 2.7% | 22                    | 2.1% | 15                    | 1.2% | 27                    | 2.9% |
| Asian/Pacific Islander | 3.19%       | 4%          | 24                    | 2.2% | 37                    | 3.5% | 36                    | 3.0% | 37                    | 4.0% |
| Hispanic               | 8.05%       | 11.7%       | 30                    | 2.7% | 34                    | 3.2% | 39                    | 3.2% | 43                    | 4.6% |
| Native American        | 1.32%       | 1.4%        | 29                    | 2.7% | 27                    | 2.6% | 20                    | 1.6% | 18                    | 1.9% |
| Other                  | --          | --          | 19                    | 1.7% | 16                    | 1.5% | 24                    | 2.0% | 20                    | 2.1% |

(Source: Governor’s Office of Executive Appointments)

### State Agency Collaborations: Career Fairs & Conferences

In 2012, the Governor’s Office of Diversity & Inclusion/Affirmative Action launched an initiative to attend career fairs sponsored by culturally diverse community-based organizations. On average, ten state agencies or more represented and



provided career information to over 500 attendees. This collaboration helped agencies with staff resources and the sharing of the exhibit table fee. It also created an atmosphere that the state is intentional about wanting a diverse candidate pool when hiring for vacancies.

The state of Oregon Diversity Conference celebrated its 19<sup>th</sup> year of organizing this annual conference. During the two days, 1348 state employees attended, with 26 workshops offered on diversity & inclusion topics such as “Religion and Diversity in the Workplace,” “Dispute Resolution & Culture,” “Emotional Intelligence: Tools for a Diverse World,” “Standing up for Mental Health,” “Supporting DV Survivors from

Historically Marginalized Communities,” and “Issues in LGBT Aging” to name a few. Agencies that partnered in this conference were: DAS, BOLI, Business Oregon, Corrections, Employment, Energy, Fish & Wildlife, OHA, DHS, Justice, Legislative Admin, State Library, Lottery, OLCC, Park and Recreation, and ODOT. With these 16 state agencies participating, this was the largest conference to date. These types of collaborative efforts create a sense of community among partnering agencies and staff, but also allow for diverse perspectives to be presented.

### **Statewide Exit Interviews**

Majority of state agencies continue to use the electronic Statewide Exit Interview Survey as a tool for separating employees. Agencies review survey results either on a monthly, quarterly or annual basis. Many participating agencies encourage departing employees to complete the survey to provide feedback on positive and negative aspects of their employment with the agency. The survey results and testimonials can be used to identify any trends on the work environment, and can help each agency in areas that may need improvement. It also provides data on areas that the agency is doing well, so it can validate existing programs and policies.

However, smaller agencies with lower turnover rates have not received many completed surveys from departing employees. And very few small agencies do not use the exit interview survey because it impedes on anonymity for the departing staff. Whereas large- and medium-sized agencies also provide face-to-face exit interviews along with the electronic survey data to look at any possible trends.

This important tracking, measurement, and comparison tool covers issues such as: benefits, working conditions, opportunities for career advancement, quality and quantity of workload, and relationships with co-workers and supervisors. The online tool can result in a more truthful assessment.

### **Training Opportunities**

The Governor’s Office of Diversity and Inclusion/Affirmative Action is a leader in identifying key training opportunities around diversity and inclusion for state agencies and its partners. Training for staff in professional development is important in succession planning and growing leaders from within an organization. The Office of Diversity & Inclusion supports and encourages new and innovative trainings and strategies for employee retention and promotion.



# AGENCY BEST PRACTICES

## Strategies from LARGE AGENCIES

| Category                           | Strategies  | Examples   |
|------------------------------------|---|--|
| <b>Recruitment &amp; Placement</b> | <b>Internship Programs:</b><br>Formal internship program with paid intern positions, or informal internship opportunities with unpaid interns or temp employees that is based on as need basis. | <p>ODOT’s College Internship Program (CIP) is aimed for graduate and undergraduate engineering program students.</p> <p>Parks and Recreation’s internship program that underfills Park Ranger 1 positions with student workers.</p> <p>Fish and Wildlife has a Memorandum of Understanding with OSU to serve as a training agreement for professional development opportunities, recruitment and graduate research. Regular internships result from this collaboration.</p> <p>Employment Dept has participated in Portland State University Oregon Fellows program. OED also has an intergovernmental agreement with the Siletz Tribe to hire an intern to work as an contracts and procurement assistant.</p> <p>DEQ hires summer interns for projects related to research and analysis. Interns apply through DEQ’s intranet (Q-Net) and are selected on a competitive process.</p> |
| <b>Recruitment &amp; Placement</b> | <b>Career Fairs:</b><br>Partnering, creating, or participating in career fair opportunities.  | Employment, Corrections, DAS, DCBS, Energy, ODFW, OSP, OYA, DHS, Forestry, ODOT, OHA   |
| <b>Recruitment &amp; Placement</b> | <b>Outreach &amp; Engagement:</b><br>Partnership events and collaborations with local community colleges and universities, K-12 schools, and community organizations with diverse constituents. | <p>Many agencies partner with affiliate organizations in the private and non-profit sectors, educational institutions, cultural and ethnic groups, and other diverse interest groups.</p> <p>Fish and Wildlife’s “Family Fishing Day”.</p>   |

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|                                    |  | <p>Parks and Rec’s “Let’s Go Camping”.</p> <p>Dept. of Corrections publishes a quarterly Volunteer Newsletter.</p> <p>Revenue used to hold monthly networking sessions called COINS (Career Opportunities and Informational Networking Sessions) to provide the public with opportunities to learn about positions within the agency, tips on the application process and network with staff.</p> <p>ODOT’s Youth Litter Patrol program provides temporary employment for youth aged 12 and older.</p>  |
| <b>Recruitment &amp; Placement</b> | Human Resource Management: Interview panel training for staff involved with interviewing candidates; including a diverse interview panel when conducting interviews; provide informational interviews with potential candidates. | DAS provides interested job applicants with an informational interview upon request.  |
| <b>Recruitment &amp; Placement</b> | Policy Development & Implementation: Creating new or modifying existing policies to address affirmative action, EEO, and diversity & inclusion.  | <p>DCBS has a formal Equity, Diversity, and Inclusion Statement.</p> <p>Dept of Forestry created 3 new directives: EEO, AA and Diversity; Reasonable Accommodations; and Principles of Conduct.</p> <p>OHA has an agency-wide strategic plan that includes the Equity and Inclusion Strategic Initiative/Breakthrough, which is one of five initiatives developed and integrated into their Organizational Management System.</p> <p>OYA has a key goal in their Performance Management System to have an “Engaged, culturally competent and successful workforce.” They also began their</p> |

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|                                  |   | <p>Cultural Competency Breakthrough Initiative in 2011 which strives to ensure that cultural competency/diversity, inclusion strategies and measurements are incorporated in every aspect of their agency.</p>   |
| <b>Retention &amp; Promotion</b> | <p>Diversity Committee: Internal committee that is charged to review, create, collaborate with employees at all levels (management and non-management) on diversity &amp; inclusion initiatives. These diversity committees or councils that provide leadership direction for agency-wide diversity and inclusion activities.</p> | <p>Large agencies with a diversity committee are: Fish and Wildlife, DHS, DAS, ODOT, Employment, and Revenue.</p>  |
| <b>Retention &amp; Promotion</b> | <p>Leadership Training Programs: New and emerging leaders within an organization are identified to participate in leadership training programs for succession planning.</p>   | <p>Fish &amp; Wildlife’s Leadership Training Program trains future leaders within their department. ODFW also created a Career Development Manual available for all staff.</p> <p>Dept. of Corrections has a Director’s Academy for emerging leaders within the agency.</p> <p>Some agencies provide a tuition-reimbursement program.</p> <p>DCBS created a newly designed New Manager Orientation that provided required courses to be completed within a timeframe for new managers.</p> <p>Employment Dept has a leadership training program called “Launching Your Leadership”. OED also has an “HR Essentials for Managers” course for all managers.</p> <p>Oregon Health Authority’s Developing Equity Leadership Training Academy (DELTA) which includes OHA leadership and community members working</p> |

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|                                  |   | together to develop their capacity to lead in areas of equity, diversity and inclusion.  |
| <b>Retention &amp; Promotion</b> | <b>Mentorship Program:</b>  | Dept. of Forestry and DEQ both have a Mentorship Program aimed at matching employees with mentors that can help guide the mentee in their career path. |
| <b>Retention &amp; Promotion</b> | <b>Staff Training:</b><br>Creating a career path for employees through professional development and career advancement trainings.                   | DEQ, ODOT and Employment are among the agencies that have a tuition reimbursement program for their staff.<br><br>In-house training courses.           |
| <b>Retention &amp; Promotion</b> | <b>Bilingual Pay Differentials:</b><br>Bilingual staff receives a pay differential for their bilingual language abilities.                          | Dept of Corrections<br>Dept of Employment  |
| <b>Retention &amp; Promotion</b> | <b>Agency Budget:</b><br>Creating a position for an Affirmative Action Representative, EEO representative, or Diversity & Inclusion representative. | DHS created the Office of Equity and Multicultural Services.<br><br>OHA created the Office of Equity and Inclusion.                                    |
| <b>Retention &amp; Promotion</b> | <b>Agency-wide Commitment:</b><br>Agency directors involved with the Governor's Diversity & Inclusion Agency Head Kitchen Cabinet.                  | 20 agency directors participate in quarterly meetings to discuss Diversity & Inclusion issues and best practices for their agencies.                   |

## Strategies from MEDIUM AGENCIES

| Category                           | Strategies  | Examples  |
|------------------------------------|---|---|
| <b>Recruitment &amp; Placement</b> | <b>Internship Programs:</b><br>Informal internship opportunities with unpaid interns or temp employees that are based on an as-needed basis.  | Many agencies utilize the work of unpaid interns throughout the year.   |
| <b>Recruitment &amp; Placement</b> | <b>Outreach &amp; Engagement:</b><br>Partnership events and collaborations with local community colleges and universities, K-12 schools, and community organizations with diverse constituents.     | Agencies have partnered with local K-12 school, colleges, universities and community organizations to support one another's mission and objectives. This includes outreach to Oregon Tribes.<br><br>State Lands partners with Grant Community School where employees are provided the opportunity to mentor students identified by the school as not meeting their potential, socially or academically. |
| <b>Recruitment &amp; Placement</b> | <b>Human Resource Management:</b><br>Interview panel training for staff involved with interviewing potential candidates; informational interviews with potential candidates.                        | Agencies have expressed the benefit of having HR provide interview panel trainings. Trained panel members are equipped with ways to evaluate interviews more effectively.<br><br>Secretary of State HR provides staff, participating on interview panels, on ways to be an effective interviewer.   |
| <b>Recruitment &amp; Placement</b> | <b>Policy Development &amp; Implementation:</b><br>Creating new or modifying existing policies to address affirmative action, EEO, and diversity & inclusion.                                       | Agencies are working on creating diversity and inclusion statements for their agency, and looking at ways to implement effective strategies.<br><br>PUC created a separate D&I policy statement.  |
| <b>Retention &amp; Promotion</b>   | <b>Diversity Committee:</b><br>Internal committee that is charged to review, create, collaborate with employees at all levels (management and non-management) on diversity & inclusion initiatives. | Diversity committees provide events, activities, newsletters, intranet resources, policy review, and other opportunities to help the staff and agency to move toward being champions for diversity and inclusion.   |

|                                  |   |  |
|----------------------------------|---|--|
|                                  |   | <p>State Lands' Multi-Cultural Awareness Committee.</p> <p>PUC's Diversity Development Awareness and Inclusion Initiative provides a variety of activities for staff and the community.</p>  |
| <b>Retention &amp; Promotion</b> | <p>Employee Activity Groups: Creating new or modifying existing affinity groups within an agency based on common group interests.</p>   | <p>PERS has a Wellness Committee focused on employees' physical and mental health wellness.</p> <p>Lottery works with Veterans (retired or active) and provides care packages for Veterans and their families through their Blue Star Program.</p>   |
| <b>Retention &amp; Promotion</b> | <p>Professional Development: Professional training courses, diversity conferences and other training opportunities. Employees are allowed the time to participate and the costs for trainings are paid by the agency.</p> | <p>Many agencies provide job-related trainings. Agencies have partnered with sister agencies to provide common trainings for staff at multiple agencies on diversity and harassment-free workplace topics.</p> <p>Dept. of Education provides tuition reimbursement for staff taking courses not offered by the state.</p> <p>Dept. of Energy provides career advancement and training/coaching for staff.</p> <p>State Land's provides a mandatory diversity training organized by their Multi-Cultural Awareness Committee. This training was in collaboration with Dept. of Agriculture and Land Conservation and Development Department.</p> <p>Secretary of State partnered with Chemeketa Community College to develop a workplace Spanish course for their Corporation Elections Division to address the need for bilingual speaking staff.</p> |
| <b>Retention &amp; Promotion</b> | <p>New Employee Orientation and Mentorship Program: A seasoned manager, professional or HR representative paired with a newer employee.</p>   | <p>Many agencies provide new employees with an orientation that include standard practices and procedures, agency-wide policies including Affirmative Action,</p>  |

|  |  |  |
|--|--|--|
|  |  | <p>training, etc. Assisting new employees to integrate and acculturate into the agency so that they thrive and succeed in their career.</p> <p>Lottery has an informal process where an HR representative checks in with new employees regularly.</p> <p>Secretary of State HR provides all new managers with a series of in-house training courses.</p> |
|--|--|--|

## Strategies from SMALL AGENCIES, BOARDS, AND COMMISSIONS

| Category                           | Strategies   | Examples  |
|------------------------------------|--|---|
| <b>Recruitment &amp; Placement</b> | <b>Internship Programs:</b><br>Informal internship opportunities with unpaid interns or temp employees that are based on an as-needed basis.   | Many agencies reported that they utilize the work of interns throughout the year.   |
| <b>Recruitment &amp; Placement</b> | <b>Outreach &amp; Engagement:</b><br>Partnership events and collaborations with local community colleges and universities, K-12 schools, and community organizations with diverse constituents.                                  | Presentations for K-12 schools, higher education institutions and community organizations.  |
| <b>Recruitment &amp; Placement</b> | <b>Policy Development:</b><br>Creating new or modifying existing policies to address affirmative action, EEO, and diversity & inclusion.   | Smaller boards and commissions were able to create and implement policies more timely compared to medium and large agencies.  |
| <b>Retention &amp; Promotion</b>   | <b>Professional Development:</b><br>Professional training courses, diversity conferences and other training opportunities. Employees are allowed the time to participate and the costs for trainings are paid for by the agency. | Many agencies provide job-related trainings. Discrimination and harassment free workplace, and diversity trainings are encouraged. However, participation in those trainings depends on staff resources and agency budgets.                                     |
| <b>Retention &amp; Promotion</b>   | <b>New Employee Orientation:</b><br>New employees are provided agency-specific information, policies and procedures for their successful employment with their agency.   | Many agencies provide new employees with an orientation that included standard practices and procedures, agency-wide policies, etc.   |
| <b>Retention &amp; Promotion</b>   | <b>Welcoming Environment:</b><br>Providing a bulletin board of diversity resources in employee common areas, creating internal newsletters, providing standardized language on correspondences about AA/EEO/DI.                  | Affirmative Action policy document, diversity events calendar, Governor proclamations, and other culturally relevant information on employee resource bulletin boards.<br><br>Employee newsletters that includes diversity & inclusion topics written by staff. |
| <b>Recruitment &amp; Placement</b> | <b>Data Collection and Analysis:</b><br>Collect voluntary affirmative action data of licensees from licensing and regulatory agencies to analyze if they are reflective of the population they serve.                            | Board of Dentistry created a survey tool to collect voluntary affirmative action data of their licensees as a result of SB 786.   |

## RECOMMENDATIONS

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### ***Policy Advocacy & Development:***

Many large agency directors are involved with the Governor's Diversity & Inclusion Agency Head Kitchen Cabinet. These meetings focus on strategies that start from the leadership level. Gaining this type of leadership commitment sends a strong message to the staff that diversity and inclusion is valued at their agency.

**Recommendation:** Create a venue for Agency directors from Medium and Small-sized agencies to have discussion and create action items relating to diversity and inclusion and how D&I impacts policy development and program planning and implementation.

### ***Leadership Training and Professional Development Programs:***

Agencies such as DHS, DAS, Corrections, Fish and Wildlife, Employment and Oregon Health Authority have created internal leadership training programs for management-level executives as part of their succession planning efforts. These agencies as well as others also have professional development trainings and courses. Tuition reimbursement programs are offered for employees that have interest in advancing in their careers through courses not offered at the State. Currently, DEQ, ODOT, Dept. of Education, and Employment are among the agencies that offer this type of program. As the numbers of individuals reaching retirement age continues to increase, leadership and training programs are increasingly becoming a necessary tool to maintain seamless transition of staff.

**Recommendation:** Support leadership training opportunities for staff that have demonstrated experience in managerial and leadership to prepare for succession planning. Provide professional development courses and training for staff to ensure productivity and improved job performance.

### ***Internship Programs, Career Fairs, Community Outreach:***

Agencies with larger budgets tend to have more staff and resources to formalize internships, attend career fairs, and conduct a broad range of community outreach activities. ODOT has had a formal internship program for engineering students at the graduate and undergraduate-levels. They offer real work experience and have also tracked the racial/ethnic and gender data for the students that intern with them. Oregon Youth Authority and Dept. of Corrections have a large volunteer program where each volunteer is provided training and support to serve as volunteers. Formal community outreach programs have been successful at the Dept. of Fish and Wildlife and the Dept. of Parks and Recreation to reach underserved and underrepresented communities as well as the general public. Through events such as "Family Fishing Day" offered by Dept. of Fish and Wildlife, or Dept. of Parks and Recreation's "Let's go Camping", these large agencies are reaching communities. Parks and Rec. recently offered an internship program that underfilled Park Ranger 1 positions with student workers. This allowed for paid internships to gain training on technical aspects of the Park Ranger 1 position that would help them meet the minimum qualifications when a vacancy becomes available.

**Recommendation:** Transition informal internship programs into a more formal internship program, where interns are mentored and provided a project with outcomes. Create an intern database to identify returning students and create a pipeline of talented interns through a formalized internship process.

***Employee Resource Groups and Diversity Committees:***

Employee Resource/Network Groups and Diversity Committees help to retain employees. Diversity Committees are often tasked with creating a welcoming environment, providing input on policies, and seeking ways to collaborate intra- or inter-agency wide. Not only do these groups help to promote cultural learning and understanding among employees, but there is a sense of ownership among participants in furthering an important value. DHS, DAS, ODOT, ODFW, Employment, Revenue, PUC, and State Lands have diversity committees. DAS has an executive leadership team member that sponsors their diversity committee. PERS has an employee Wellness Committee and an employee Community Service initiative. Their “PERSuing Communities” group supports community service projects throughout the year.

**Recommendation:** Establish a statewide policy that supports the formation of employee resource groups or diversity committees with clear mission and objectives. Create a welcoming environment through activities for staff that are meaningful, effective and provides a voice for all protected classes.

***New Employee Orientation & Mentorship Programs:***

New Employee Orientations, either in a group or individual setting, have provided valuable information for new staff. Lottery provides further assistance to new employees by pairing them in an HR representative during their trial service period. This promotes a welcoming environment and helps to integrate the new employee with the agency. DEQ and Dept. of Forestry both have a mentorship program that matches employees with mentors that can help guide the mentee in their career path.

**Recommendation:** Create a welcoming and supportive environment for new employees through a system for regular communication between new hires and Human Resources. Create a mentorship system for existing employees that have an interest to transition into a different area of work or position, and pair them with supervisors that can help provide knowledge and guidance. Expand current new employee orientation and mentorship programs throughout the State of Oregon Enterprise; and to include protected classes and create an inventory of best practice models.

***Improved Data Collection and Analysis:***

There is an understood recognition that our current data collection system requires updating when addressing protected classes and underutilized communities. Utilizing contemporary human resource tools with more robust features would result in measureable and manageable data on organizational performance and service outcomes. Ultimately, thriving in an increased multicultural society.

Recommendation: Analyze current data collection methodology and create ways to improve the collection, analysis and utilization of data for protected classes.

## REPORTS / DATA

### Bureau of Labor and Industries Employment Discrimination Claims

From 07/01/2000 to 6/30/2010

|  | Age | Disability | Familial Status | Gender Identity | Marital Status | National Origin | Race | Retaliation | Religion | Sexual Harassment | Sexual Orientation | Sex/ Gender | Veterans Preference |
|--|-----|------------|-----------------|-----------------|----------------|-----------------|------|-------------|----------|-------------------|--------------------|-------------|---------------------|
| STATE OF OREGON  | 1   | 3          |                 |                 |                |                 |      | 3           |          | 2                 |                    | 2           | 1                   |
| ADMINISTRATIVE SERVICES                                    | 6   | 11         | 1               |                 | 1              | 1               | 6    | 7           | 2        | 2                 | 1                  | 7           |                     |
| AGRICULTURE  |     |            |                 |                 |                | 1               | 1    | 1           |          |                   |                    |             |                     |
| BLIND COMMISSION   |     |            |                 |                 |                |                 |      |             |          |                   |                    | 1           |                     |
| BOARD OF EXAMINERS   | 1   |            |                 |                 |                |                 | 1    | 1           |          |                   |                    |             |                     |
| BOARD OF EXAMINERS FOR ENGINEERING AND LAND SURVEYING      | 1   |            |                 |                 |                |                 | 1    |             |          |                   |                    |             |                     |
| BUREAU OF LABOR AND INDUSTRIES                             |     | 8          |                 |                 |                |                 | 4    | 10          |          |                   |                    | 1           |                     |
| CHILD WELFARE PROGRAM                                      | 1   |            |                 |                 |                |                 |      |             |          |                   |                    |             |                     |
| CONSTRUCTION CONTRACTORS BOARD                             | 1   | 1          |                 |                 |                |                 |      |             |          |                   |                    | 1           |                     |
| CONSUMER AND BUSINESS SERVICES                             | 4   | 5          |                 |                 |                |                 | 2    | 7           |          | 2                 |                    | 4           |                     |
| CORRECTIONS  | 24  | 34         |                 |                 | 1              | 5               | 32   | 43          | 1        | 30                | 1                  | 51          | 1                   |
| ECONOMIC & DEVELOPMENT DEPT                                |     | 1          |                 |                 |                | 1               | 1    |             |          |                   |                    |             |                     |
| EDUCATION  | 1   | 3          |                 |                 |                |                 | 1    | 1           | 1        |                   |                    | 1           | 1                   |
| EMPLOYMENT DEPT  | 7   | 15         |                 |                 |                | 13              | 6    | 15          | 1        |                   |                    | 2           |                     |
| ENVIRONMENTAL QUALITY                                      | 1   | 11         |                 |                 |                |                 | 2    | 4           |          |                   | 2                  | 1           |                     |
| FISH AND WILDLIFE  | 10  | 8          |                 |                 |                | 4               | 8    | 9           | 2        | 2                 | 3                  | 3           |                     |
| FORESTRY   |     | 4          |                 |                 |                |                 |      | 1           |          | 1                 |                    | 1           |                     |
| HEALTH AUTHORITY   |     | 1          |                 |                 |                | 1               | 2    | 2           |          |                   |                    |             |                     |
| HEALTH DIVISION  | 1   | 1          |                 |                 |                | 1               | 2    |             |          |                   |                    |             |                     |
| HEALTH LICENSING   |     | 1          |                 |                 |                |                 | 1    |             |          |                   |                    | 1           |                     |
| HOUSING & COMMUNITY SERVICES                               | 1   | 2          |                 |                 |                |                 | 1    | 4           |          | 1                 |                    | 3           |                     |
| HUMAN SERVICES   | 33  | 89         |                 |                 | 1              | 32              | 60   | 57          | 9        | 16                | 3                  | 30          |                     |
| INFORMATION OFFICE   | 1   |            |                 |                 |                | 1               | 1    | 1           |          |                   |                    |             |                     |
| INSURANCE  |     |            |                 |                 |                |                 |      | 1           |          |                   |                    | 1           |                     |
| JUDICIAL DEPARTMENT  | 2   | 6          |                 | 1               |                | 3               | 3    | 6           | 1        | 1                 | 1                  | 1           |                     |
| JUSTICE  | 11  | 8          |                 |                 | 1              | 1               | 1    | 4           |          | 1                 | 1                  | 7           |                     |
| JUVENILE COURT   | 1   |            |                 |                 |                |                 |      | 2           |          | 1                 |                    |             |                     |
| LAND CONSERVATION AND DEVELOPMENT                          |     | 1          |                 |                 |                |                 |      |             |          |                   |                    |             | 1                   |
| LEGISLATIVE ADMINISTRATION                                 |     |            |                 |                 |                |                 | 1    |             |          |                   |                    | 1           |                     |
| LEGISLATIVE REVENUE OFFICE                                 |     |            |                 |                 |                |                 |      | 1           |          |                   |                    |             |                     |
| LEGISLATIVE REVIEW   |     |            |                 |                 |                |                 |      |             |          |                   |                    | 1           |                     |
| LIBRARY  |     | 1          |                 |                 |                |                 |      |             |          |                   |                    |             |                     |
| LIQUOR CONTROL COMMISSION                                  | 1   |            |                 |                 |                |                 | 2    | 8           |          | 2                 |                    | 7           |                     |
| LOTTERY  | 1   | 5          |                 |                 |                |                 | 3    | 4           |          | 1                 |                    | 5           |                     |
| MEDICAL BOARD  |     | 1          |                 |                 |                |                 |      | 1           |          |                   |                    |             |                     |
| MENTAL HEALTH & DEVELOPMENTAL DISABILITY SERVICES DIVISION |     | 1          |                 |                 |                |                 |      |             |          |                   |                    |             |                     |
| MILITARY DEPARTMENT  |     | 5          |                 |                 |                |                 |      | 4           |          | 3                 |                    | 3           |                     |
| OFFICE OF THE LONG TERM CARE OMBUDSMAN                     | 1   |            |                 |                 |                |                 | 1    |             |          |                   |                    |             |                     |
| OREGON STATE POLICE  | 3   |            |                 |                 |                | 2               |      | 14          | 2        | 3                 |                    |             |                     |
| PACIFIC STATES MARINE FISHERIES COMMISSION                 |     | 1          |                 |                 |                |                 |      |             |          |                   |                    |             |                     |

## Bureau of Labor and Industries Employment Discrimination Claims (cont'd)

From 07/01/2000 to 6/30/2010

|   | Age        | Disability | Familial Status | Gender Identity | Marital Status | National Origin | Race       | Retaliation | Religion  | Sexual Harassment | Sexual Orientation | Sex/Gender | Veterans Preference |
|---|------------|------------|-----------------|-----------------|----------------|-----------------|------------|-------------|-----------|-------------------|--------------------|------------|---------------------|
| PARKS AND RECREATION DEPARTMENT               | 9          | 7          |                 |                 |                | 1               | 3          | 6           | 1         | 1                 |                    | 6          |                     |
| PUBLIC EMPLOYEES RETIREMENT SYSTEM            |            | 7          |                 |                 |                |                 | 3          | 4           |           | 1                 |                    | 1          |                     |
| PUBLIC UTILITY COMMISSION                     | 2          | 3          |                 |                 |                | 1               |            |             |           |                   |                    | 1          |                     |
| PUBLIC SAFETY STANDARDS & TRAINING            |            | 2          |                 |                 |                |                 | 1          | 1           |           | 1                 |                    | 3          |                     |
| REVENUE                                       | 2          | 7          |                 |                 |                | 1               | 3          | 6           |           | 2                 |                    | 4          |                     |
| SCHOOL BOARDS ASSOCIATION                     | 1          |            |                 |                 |                |                 |            |             |           |                   |                    |            |                     |
| STATE COURT ADMINISTRATOR                     |            |            |                 | 1               |                |                 |            |             |           |                   |                    |            |                     |
| STATE HOSPITAL                                |            | 11         |                 |                 |                |                 | 5          | 5           |           | 3                 | 1                  | 2          | 2                   |
| STATE LANDS                                   | 2          | 3          |                 |                 |                | 3               | 3          | 3           | 1         |                   |                    |            |                     |
| STATE POLICE                                  | 2          | 7          |                 |                 |                | 1               | 5          |             | 1         | 2                 |                    | 6          |                     |
| OREGON SURVEY RESEARCH LABORATORY             |            | 1          |                 |                 |                |                 |            |             |           |                   |                    | 1          |                     |
| TRANSPORTATION                                | 26         | 38         | 2               |                 |                | 13              | 24         | 38          | 5         | 9                 |                    | 29         |                     |
| TRAVEL INFORMATION COUNCIL                    |            |            |                 |                 |                |                 |            | 1           |           | 1                 |                    | 1          |                     |
| UNIVERSITY SYSTEM                             | 1          | 4          |                 |                 |                |                 | 2          | 1           |           | 1                 |                    | 4          |                     |
| DEPT OF WORKFORCE DEVELOPMENT                 |            |            |                 |                 |                |                 | 1          | 2           |           |                   |                    |            |                     |
| EASTERN OREGON UNIVERSITY                     | 3          | 3          |                 |                 |                |                 |            | 4           | 1         | 2                 |                    | 3          |                     |
| OREGON INSTITUTE OF TECHNOLOGY                | 2          | 1          |                 |                 |                |                 | 1          |             |           |                   |                    |            |                     |
| OREGON STATE UNIVERSITY                       | 3          | 12         |                 |                 |                | 12              | 13         | 17          | 3         | 2                 |                    | 6          |                     |
| PORTLAND STATE UNIVERSITY                     | 7          | 8          |                 |                 |                | 3               | 7          | 12          | 1         | 3                 | 4                  | 9          |                     |
| SOUTHERN OREGON UNIVERSITY                    | 6          | 4          |                 |                 |                | 1               | 3          | 2           |           |                   |                    | 1          |                     |
| UNIVERSITY OF OREGON                          | 13         | 11         |                 |                 |                | 3               | 11         | 13          | 1         | 2                 | 1                  | 11         |                     |
| WESTERN OREGON UNIVERSITY                     | 1          |            |                 |                 | 1              | 1               |            | 5           | 1         | 5                 |                    | 7          |                     |
| VETERAN'S AFFAIRS                             | 1          |            |                 |                 |                |                 | 1          | 4           |           |                   |                    | 4          |                     |
| WATER RESOURCES DEPARTMENT                    |            | 7          |                 |                 |                |                 |            | 1           |           |                   |                    |            |                     |
| VOCATIONAL REHABILITATION SERVICES            |            | 2          |                 |                 |                |                 | 1          |             |           |                   |                    |            |                     |
| YOUTH AUTHORITY                               | 8          | 15         |                 |                 |                |                 | 11         | 18          | 2         | 5                 | 2                  | 10         |                     |
| YOUTH CHALLENGE PROGRAMS                      |            |            |                 |                 |                |                 |            | 1           |           |                   |                    | 1          |                     |
| <b>TOTAL Employment Discrimination Claims</b> | <b>204</b> | <b>381</b> | <b>3</b>        | <b>2</b>        | <b>5</b>       | <b>106</b>      | <b>241</b> | <b>355</b>  | <b>36</b> | <b>108</b>        | <b>20</b>          | <b>245</b> | <b>6</b>            |

Note: Error of margin is five cases, and cases limited to basis provided on original chart only.

## Direct Appointments

### OAR 105-040-0001 - Direct Appointment

Applicability: Classified unrepresented and management service positions, and initial appointment to all classified positions. This rule provides state agencies an alternative method to the open competitive process when making appointments to positions in state service. Through this alternative method, as in the competitive process, agency heads shall take proactive steps to achieve a diverse workforce representative of the Oregon community as a means of fulfilling their Affirmative Action Plans. (Refer to OAR 105-040-0001 for detailed policy information.)

| Category                  | From<br>07/01/05<br>to<br>06/30/06 | From<br>07/01/06<br>to<br>06/30/07 | From<br>07/01/07<br>to<br>06/30/08 | From<br>07/01/08<br>to<br>06/30/09 | From<br>07/01/09<br>to<br>06/30/10 | From<br>07/01/10<br>to<br>06/30/11 | From<br>07/01/11<br>to<br>06/30/12 |
|---------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Asian/Pacific Islander    | 2                                  | 3                                  | 1                                  | 1                                  | 5                                  | 2                                  | -                                  |
| Black/African American    | 5                                  | 1                                  | 1                                  | -                                  | 6                                  | 1                                  | 1                                  |
| Hispanic                  | -                                  | 4                                  | 3                                  | 3                                  | 6                                  | 4                                  | 5                                  |
| Native American           | -                                  | -                                  | -                                  | -                                  | -                                  | 1                                  | 3                                  |
| White/Caucasian           | 94                                 | 57                                 | 92                                 | 57                                 | 87                                 | 80                                 | 131                                |
| Decline                   | -                                  | -                                  | -                                  | -                                  | 1                                  | -                                  | -                                  |
| Total Direct Appointments | 101                                | 65                                 | 97                                 | 61                                 | 105                                | 88                                 | 140                                |

| Category     | From<br>07/01/05<br>to<br>06/30/06 | From<br>07/01/06<br>to<br>06/30/07 | From<br>07/01/07<br>to<br>06/30/08 | From<br>07/01/08<br>to<br>06/30/09 | From<br>07/01/09<br>to<br>06/30/10 | From<br>07/01/10<br>to<br>06/30/11 | From<br>07/01/11<br>to<br>06/30/12 |
|--------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Disability   | 2                                  | 2                                  | 1                                  | 1                                  | 4                                  | 2                                  | 4                                  |
| Female (all) | 52                                 | 31                                 | 45                                 | 27                                 | 55                                 | 43                                 | 79                                 |
| Male (all)   | 49                                 | 35                                 | 53                                 | 37                                 | 50                                 | 45                                 | 61                                 |

Source: Department of Administrative Services

## Statewide Exit Interview Survey

July 1, 2010 to June 30, 2012

During this reporting period -- July 1, 2010 to June 30, 2012 -- 1,157 respondents participated in the exit interview process. About 97% of state agencies reported that they ask departing staff to complete the statewide exit interview survey. A small number of state agencies offer their own exit interview survey or face-to-face interview with departing staff. All agencies that use an exit interview survey or face-to-face interview reported that they review agency trends on a regular basis to address any issues.

Among 1,101 people that answered Question 1 (What were your reasons for joining your agency?), 49% said that the “job was a good fit with their skills”, 31.5% said that they were “unemployed and needed a job”, and 29.5% said the “benefits”.

Reasons for leaving their agency, among the 1,101 people that answered Question 2 (What are your major reasons for deciding to leave your agency?), 33.5% retired, 24.5% had “other” reasons, and 19.1% left for better promotional opportunities.

Among the 1,097 people that answered Question 3 (Do you have another position?) 57.2% did not have another position prior to their departure.

Among 456 respondents, their new position was more attractive because of the salary (55.9%), advancement opportunities (52%), and type of work (47.6%). Of those that responded, 59.6% stayed with the public sector.

The following summarizes responses from 344 people that provided additional feedback on areas within their agency that were successful or challenging.

1. **Technology:** Quite a few respondents felt that their agency used outdated technology that made their work more difficult. Others commented that their agency did not make adequate investments in technology.
2. **Training Opportunities:** Quite a few respondents explained that they would have liked more training opportunities. Others said that trainings opportunities just didn't exist. Those that did receive some level of trainings said it was too basic, while others relied on colleagues
3. **Management:** Several respondents felt that there was a degree of bullying from their managers of supervisors.
4. Positive comments were about the positive mission of their agency. One commenter said that they had pride in working for the state.

## Retirement Data

Employees Eligible to Retire in Year 2012, 2013, 2014, 2015, 2016  
(Excludes Judicial, Lottery, Legislative Branches, Temporary and board members)

| AGENCY                          | Eligible Retirement Per Year |       |       |       |       |
|---------------------------------|------------------------------|-------|-------|-------|-------|
|                                 | FY'12                        | FY'13 | FY'14 | FY'15 | FY'16 |
| ADMINISTRATIVE SRVCS, DEPT OF   | 26                           | 29    | 29    | 37    | 34    |
| AGRICULTURE, DEPT OF            | 16                           | 19    | 18    | 20    | 22    |
| AVIATION, DEPARTMENT OF         | -                            | -     | 1     | -     | 1     |
| BLIND, COMMISSION FOR THE       | -                            | 3     | 3     | 2     | 1     |
| CHIROPRACTIC EXAMINERS, BRD OF  | -                            | -     | -     | -     | 2     |
| COMM COLL/WRKFRCE DEV, DEPT OF  | 2                            | 2     | 1     | 1     | 4     |
| CONSTRUCTION CONTRACTORS BOARD  | 1                            | 6     | 4     | 5     | 1     |
| CONSUMER AND BUS SRVCS, DEPT OF | 30                           | 31    | 37    | 54    | 54    |
| CORRECTIONS, DEPT OF            | 102                          | 103   | 125   | 120   | 124   |
| COUNSELORS & THERAPIST BRD      | 1                            | -     | -     | -     | -     |
| DENTISTRY, BOARD OF             | -                            | -     | -     | 1     | -     |
| DISTRICT ATTORNEYS/DEPUTIES     | 1                            | -     | 1     | 1     | 2     |
| EDUCATION, DEPT OF              | 18                           | 16    | 17    | 26    | 18    |
| EMPLOYMENT DEPT                 | 50                           | 44    | 40    | 46    | 58    |
| EMPLOYMENT RELATIONS BOARD      | -                            | -     | 1     | -     | 1     |
| ENERGY, DEPARTMENT OF           | 3                            | 5     | 5     | 5     | 4     |
| ENVIRONMENTAL QUALITY, DEPT OF  | 26                           | 26    | 27    | 24    | 44    |
| FISH & WILDLIFE, DEPT OF        | 37                           | 41    | 45    | 36    | 51    |
| FORESTRY, DEPT OF               | 27                           | 16    | 15    | 23    | 27    |
| GEOLOGY & MINERAL IND, DEPT OF  | 2                            | -     | 1     | 3     | 1     |
| GOVERNOR, OFFICE OF THE         | 2                            | 2     | 2     | 1     | 3     |
| HOUSING & COMM SRVCS, DEPT OF   | 8                            | 6     | 2     | 7     | 5     |
| HUMAN SERVICES, DEPARTMENT OF   | 165                          | 167   | 182   | 211   | 228   |
| JUSTICE, DEPARTMENT OF          | 41                           | 39    | 43    | 42    | 45    |
| LABOR & INDUSTRIES, BUREAU OF   | 4                            | 1     | 1     | 6     | 2     |
| LAND CONSERV & DEV, DEPT OF     | 1                            | 3     | 1     | 3     | 2     |
| LANDS, DEPARTMENT OF STATE      | 2                            | 5     | 3     | 6     | 1     |
| LIBRARY, OREGON STATE           | 2                            | 1     | 1     | 2     | 1     |
| LIQUOR CONTROL COMMISSION       | 8                            | 3     | 10    | 8     | 7     |
| LONG TERM CARE OMBUDSMAN        | -                            | -     | 2     | -     | -     |
| MARINE BOARD                    | -                            | 2     | 2     | 1     | 2     |
| MILITARY, DEPT OF               | 8                            | 12    | 18    | 14    | 9     |
| MORTUARY AND CEMETERY BOARD     | -                            | -     | -     | 1     | -     |
| NURSING, BOARD OF               | 2                            | 1     | -     | 2     | 3     |
| OCCUPATIONAL THERAPY, BOARD     | -                            | -     | -     | -     | 1     |
| OR BUSINESS DEV DEPT            | 5                            | 5     | 8     | 5     | 7     |

**Continued - RETIREMENT DATA**

Employees Eligible to Retire in Year 2012, 2013, 2014, 2015, 2016  
(Excludes Judicial, Lottery, Legislative Branches, Temporary and board members)

| AGENCY  | Eligible Retirement Per Year |             |             |             |             |
|---|------------------------------|-------------|-------------|-------------|-------------|
|   | FY'12                        | FY'13       | FY'14       | FY'15       | FY'16       |
| OR HEALTH LICENSING AGENCY                          | -                            | -           | -           | 4           | 1           |
| OREGON HEALTH AUTHORITY                             | 67                           | 83          | 93          | 133         | 138         |
| OREGON MEDICAL BOARD                                | -                            | 1           | 1           | 2           | -           |
| PARKS & RECREATION, DEPT OF                         | 13                           | 9           | 21          | 21          | 22          |
| PAROLE/POST PRISON SUPV, BRD O                      | -                            | 1           | -           | 1           | 1           |
| PHARMACY, OREGON BOARD OF                           | -                            | -           | -           | 1           | 1           |
| POLICE, OREGON STATE                                | 21                           | 15          | 19          | 33          | 25          |
| PUBLIC EMPS RETIREMENT SYSTEM                       | 10                           | 10          | 16          | 13          | 13          |
| PUBLIC SAFETY STANDARDS & TRNG                      | 4                            | 3           | 5           | 6           | 3           |
| PUBLIC UTILITY COMMISSION                           | 3                            | 8           | 6           | 4           | 4           |
| RACING COMMISSION                                   | 1                            | 1           | -           | 1           | 1           |
| REAL ESTATE AGENCY                                  | 2                            | 1           | 1           | 2           | 3           |
| REVENUE, DEPARTMENT OF                              | 36                           | 33          | 40          | 32          | 44          |
| SECRETARY OF STATE                                  | 6                            | 5           | 5           | 9           | 7           |
| STUDENT ACCESS COMMISSION                           | -                            | -           | 2           | -           | 1           |
| TAX PRACTITIONERS, ST BRD OF                        | -                            | -           | -           | -           | 2           |
| TEACHER STANDARDS & PRACTICES                       | -                            | -           | 1           | -           | 3           |
| TRANSPORTATION, DEPT OF                             | 137                          | 170         | 218         | 242         | 218         |
| TREASURY, OREGON STATE                              | 4                            | 2           | 5           | 4           | 5           |
| VETERANS' AFFAIRS, DEPT OF                          | 2                            | 3           | 5           | 6           | 3           |
| VETERINARY MED EXAMINING BRD                        | -                            | -           | -           | -           | 1           |
| WATER RESOURCES, DEPT OF                            | 6                            | 4           | 10          | 5           | 7           |
| WATERSHED ENHANCEMENT BOARD                         | -                            | 2           | 3           | 1           | 1           |
| YOUTH AUTHORITY, OREGON                             | 23                           | 24          | 20          | 25          | 32          |
| <b>TOTAL By Fiscal Year</b>                         | <b>926</b>                   | <b>963</b>  | <b>1116</b> | <b>1258</b> | <b>1301</b> |
| <i>True Total # of employees eligible</i>           | <i>4889</i>                  | <i>5608</i> | <i>6475</i> | <i>7440</i> | <i>8391</i> |
| <b>TOTAL Number of Employees Eligible to Retire</b> | <b>3963</b>                  | <b>3719</b> | <b>3470</b> | <b>3177</b> | <b>2827</b> |

Source: Department of Administrative Services, Enterprise Human Resource Services

## Trial Service/Retention Data

### Trial Service Period: Policy 40.065.01

The trial service period shall generally be 6 months, but may be up to 12 months based upon specific circumstances which may affect the amount of time needed to demonstrate competency (i.e. the complexity of the job, the length of time required to effectively perform the work, and the length of the agency's initial training program). Part-time employees shall serve an equivalent trial service period set by the agency for the specific classification on an hour-by-hour basis (i.e. a six month trial service period is equivalent to 1040 hours for half-time employees).

| Trial Service/<br>Retention             | FY 2003 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 839     | 97%        | 24       | 815      |
| Female                                  | 1323    | 96%        | 55       | 1268     |
| Race (People of Color)                  | 353     | 94%        | 22       | 331      |
| People w/Disabilities (Self-identified) | 55      | 95%        | 3        | 52       |

| Trial Service/<br>Retention             | FY 2004 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 930     | 95%        | 43       | 887      |
| Female                                  | 1623    | 94%        | 90       | 1533     |
| Race (People of Color)                  | 378     | 92%        | 31       | 347      |
| People w/Disabilities (Self-identified) | 64      | 84%        | 10       | 54       |

| Trial Service/<br>Retention             | FY 2005 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 1115    | 96%        | 44       | 1071     |
| Female                                  | 1813    | 94%        | 102      | 1711     |
| Race (People of Color)                  | 404     | 94%        | 23       | 381      |
| People w/Disabilities (Self-identified) | 49      | 94%        | 3        | 46       |

| Trial Service/<br>Retention             | FY 2006 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 775     | 94%        | 48       | 727      |
| Female                                  | 1201    | 92%        | 92       | 1109     |
| Race (People of Color)                  | 292     | 90%        | 28       | 264      |
| People w/Disabilities (Self-identified) | 43      | 95%        | 2        | 41       |

| Trial Service/<br>Retention             | FY 2007 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 1099    | 96%        | 49       | 1050     |
| Female                                  | 1797    | 94%        | 101      | 1696     |
| Race (People of Color)                  | 473     | 94%        | 28       | 445      |
| People w/Disabilities (Self-identified) | 41      | 88%        | 5        | 36       |

| Trial Service/<br>Retention             | FY 2008 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 1445    | 89%        | 155      | 1290     |
| Female                                  | 2278    | 89%        | 259      | 2019     |
| Race (People of Color)                  | 587     | 85%        | 89       | 495      |
| People w/Disabilities (Self-identified) | 66      | 92%        | 5        | 61       |

| Trial Service/<br>Retention             | FY 2009 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 1038    | 89%        | 117      | 921      |
| Female                                  | 1676    | 88%        | 204      | 1472     |
| Race (People of Color)                  | 416     | 89%        | 47       | 369      |
| People w/Disabilities (Self-identified) | 35      | 86%        | 5        | 30       |

| Trial Service/<br>Retention             | FY 2010 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 2927    | 96%        | 111      | 2816     |
| Female                                  | 3012    | 95%        | 151      | 2861     |
| Race (People of Color)                  | 807     | 93%        | 53       | 754      |
| People w/Disabilities (Self-identified) | 1       | 0%         | 1        | -        |

| Trial Service/<br>Retention             | FY 2011 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 1088    | 93%        | 76       | 1012     |
| Female                                  | 1434    | 92%        | 120      | 1314     |
| Race (People of Color)                  | 390     | 88%        | 48       | 342      |
| People w/Disabilities (Self-identified) | 27      | 89%        | 3        | 24       |

| Trial Service/<br>Retention             | FY 2012 |            |          |          |
|---|---------|------------|----------|----------|
|   | Hired   | % Retained | # Let Go | Retained |
| Male (Caucasian)                        | 1258    | 94%        | 79       | 1179     |
| Female                                  | 1923    | 94%        | 116      | 1807     |
| Race (People of Color)                  | 517     | 93%        | 38       | 479      |
| People w/Disabilities (Self-identified) | 28      | 82%        | 5        | 23       |

## DAS/Risk Management Data: Claims Closed during Fiscal Years 2003-2012

Currently, DAS/Risk Management's database is limited to capturing one code per claim. This may not provide a complete picture, since multiple allegations are often made in a claim. The charts on this page include all discrimination allegations against the state, and are not limited to employment claims. For historical data, there are some minor changes from previous reports, because a few closed claims were reopened. This is a normal occurrence that does not materially change the trending picture.

### Claims Closed during Fiscal Years 2003-2012

| Age Discrimination |       |                  |               |         |
|--------------------|-------|------------------|---------------|---------|
| Fiscal Year        | Count | Claimant Payment | Legal Defense | Total   |
| 2003               | 9     | 0                | 6,166         | 6,166   |
| 2004               | 5     | 9,000            | 82,694        | 82,694  |
| 2005               | 5     | 25,000           | 39,215        | 39,215  |
| 2006               | 3     | 0                | 0             | 0       |
| 2007               | 5     | 351,795          | 375,558       | 375,558 |
| 2008               | 6     | 15,000           | 33,256        | 33,256  |
| 2009               | 9     | 425,500          | 303,928       | 303,928 |
| 2010               | 4     | 18,000           | 88,954        | 88,954  |
| 2011               | 5     | 0                | 62,665        | 62,665  |
| 2012               | 4     | 30,000           | 455,053       | 455,053 |

| Disability Discrimination |       |                  |               |         |
|---------------------------|-------|------------------|---------------|---------|
| Fiscal Year               | Count | Claimant Payment | Legal Defense | Total   |
| 2003                      | 41    | 23,800           | 280,466       | 304,866 |
| 2004                      | 23    | 28,756           | 463,150       | 492,365 |
| 2005                      | 24    | 221,628          | 95,831        | 317,460 |
| 2006                      | 24    | 49,210           | 135,483       | 184,693 |
| 2007                      | 20    | 216,071          | 158,217       | 374,287 |
| 2008                      | 22    | 90,630           | 188,582       | 279,512 |
| 2009                      | 23    | 431,511          | 184,562       | 616,073 |
| 2010                      | 28    | 411,415          | 359,717       | 772,827 |
| 2011                      | 22    | 197,062          | 459,360       | 657,945 |
| 2012                      | 24    | 14,000           | 167,207       | 185,736 |

| Injured Worker Discrimination |       |                  |               |         |
|-------------------------------|-------|------------------|---------------|---------|
| Fiscal Year                   | Count | Claimant Payment | Legal Defense | Total   |
| 2003                          | 11    | 110,831          | 15,371        | 126,202 |
| 2004                          | 3     | 17,500           | 5,592         | 23,092  |
| 2005                          | 10    | 101,000          | 108,392       | 209,493 |
| 2006                          | 4     | 55,000           | 0             | 55,000  |
| 2007                          | 3     | 0                | 20,298        | 20,298  |
| 2008                          | 6     | 40,000           | 82,970        | 122,970 |
| 2009                          | 6     | 17,000           | 104,825       | 121,825 |
| 2010                          | 2     | 0                | 781           | 781     |
| 2011                          | 1     | 0                | 0             | 0       |
| 2012                          | 4     | 107,760          | 53,908        | 161,668 |

| Race, National Origin, Color Discr. |       |                  |               |           |
|-------------------------------------|-------|------------------|---------------|-----------|
| Fiscal Year                         | Count | Claimant Payment | Legal Defense | Total     |
| 2003                                | 25    | 78,625           | 332,097       | 413,247   |
| 2004                                | 21    | 586,301          | 193,076       | 779,377   |
| 2005                                | 16    | 43,084           | 273,016       | 316,100   |
| 2006                                | 20    | 485,000          | 177,782       | 662,829   |
| 2007                                | 16    | 100,000          | 61,045        | 161,045   |
| 2008                                | 18    | 17,000           | 119,497       | 136,514   |
| 2009                                | 22    | 685,500          | 222,453       | 907,953   |
| 2010                                | 16    | 207,500          | 164,348       | 371,848   |
| 2011                                | 13    | 528,280          | 629,591       | 1,157,871 |
| 2012                                | 11    | 107,688          | 199,889       | 307,577   |

| Religious Discrimination |       |                  |               |         |
|--------------------------|-------|------------------|---------------|---------|
| Fiscal Year              | Count | Claimant Payment | Legal Defense | Total   |
| 2003                     | 12    | 0                | 25,992        | 25,992  |
| 2004                     | 9     | 6,307            | 67,182        | 73,882  |
| 2005                     | 10    | 8,500            | 95,552        | 104,052 |
| 2006                     | 10    | 0                | 12,342        | 12,342  |
| 2007                     | 15    | 850              | 24,967        | 25,817  |
| 2008                     | 6     | 0                | 18,262        | 18,262  |
| 2009                     | 6     | 25,500           | 20,512        | 46,012  |
| 2010                     | 6     | 0                | 7,185         | 7,185   |
| 2011                     | 7     | 0                | 0             | 0       |
| 2012                     | 12    | 0                | 160,741       | 160,741 |

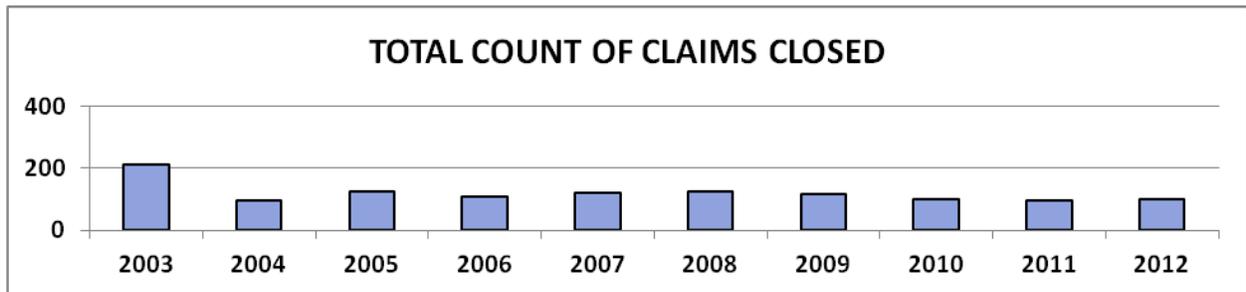
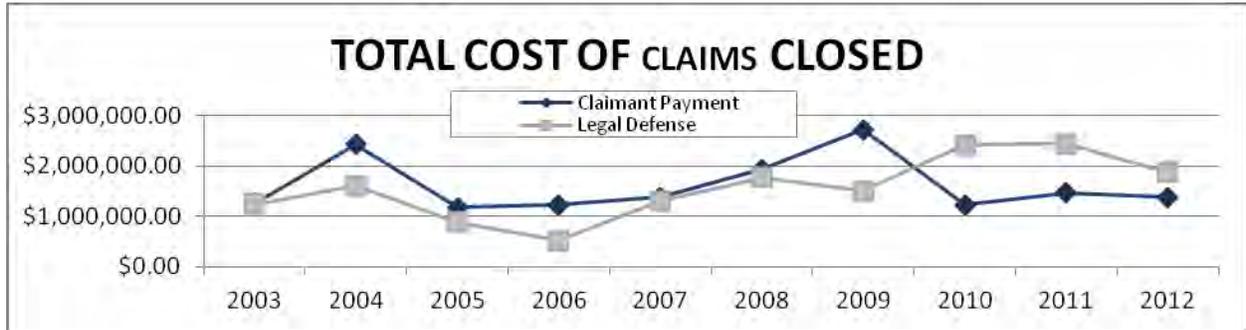
| Retaliation |       |                  |               |           |
|-------------|-------|------------------|---------------|-----------|
| Fiscal Year | Count | Claimant Payment | Legal Defense | Total     |
| 2003        | 61    | 300,587          | 561,800       | 863,587   |
| 2004        | 20    | 1,155,000        | 316,996       | 1,471,996 |
| 2005        | 26    | 275,570          | 223,285       | 498,855   |
| 2006        | 24    | 35,129           | 42,723        | 77,852    |
| 2007        | 36    | 435,500          | 373,408       | 808,908   |
| 2008        | 42    | 1,184,840        | 555,493       | 1,740,333 |
| 2009        | 39    | 799,500          | 556,912       | 1,356,412 |
| 2010        | 29    | 140,000          | 757,667       | 897,667   |
| 2011        | 29    | 142,204          | 505,822       | 652,816   |
| 2012        | 21    | 205,739          | 332,827       | 542,108   |

| Sex Discrimination |       |                  |               |         |
|--------------------|-------|------------------|---------------|---------|
| Fiscal Year        | Count | Claimant Payment | Legal Defense | Total   |
| 2003               | 13    | 0                | 20,412        | 20,412  |
| 2004               | 10    | 426,387          | 371,356       | 798,378 |
| 2005               | 14    | 29,500           | 13,803        | 43,303  |
| 2006               | 9     | 133,586          | 85,481        | 219,067 |
| 2007               | 16    | 183,750          | 127,808       | 311,558 |
| 2008               | 10    | 9,000            | 302,226       | 311,501 |
| 2009               | 5     | 167,000          | 45,289        | 212,289 |
| 2010               | 7     | 593              | 197,026       | 198,030 |
| 2011               | 6     | 25,088           | 601,776       | 628,517 |
| 2012               | 5     | 27,000           | 189,828       | 216,828 |

| Sexual Harassment |       |                  |               |           |
|-------------------|-------|------------------|---------------|-----------|
| Fiscal Year       | Count | Claimant Payment | Legal Defense | Total     |
| 2003              | 39    | 749,750          | 0             | 749,750   |
| 2004              | 6     | 199,250          | 102,036       | 301,286   |
| 2005              | 22    | 473,500          | 38,347        | 511,847   |
| 2006              | 13    | 473,500          | 68,187        | 541,687   |
| 2007              | 10    | 89,000           | 162,977       | 251,977   |
| 2008              | 15    | 575,000          | 476,812       | 1,051,812 |
| 2009              | 8     | 174,167          | 65,523        | 239,690   |
| 2010              | 9     | 451,005          | 834,930       | 1,285,935 |
| 2011              | 13    | 570,000          | 182,525       | 752,525   |
| 2012              | 21    | 887,000          | 311,348       | 1,204,192 |

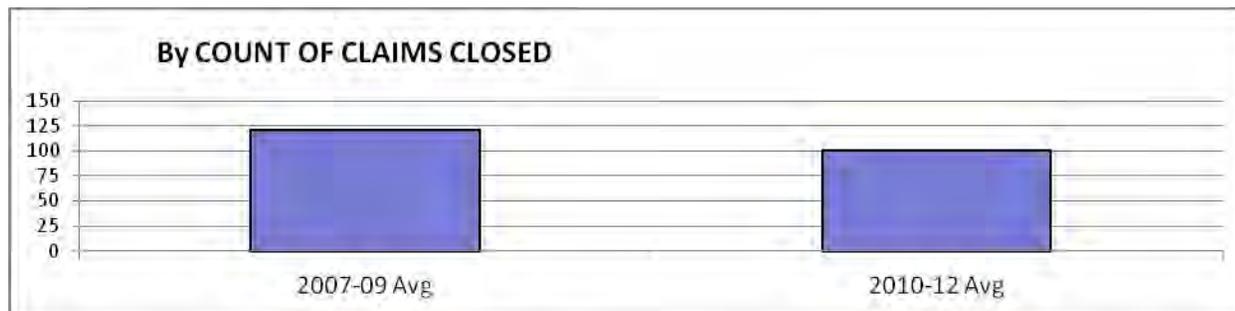
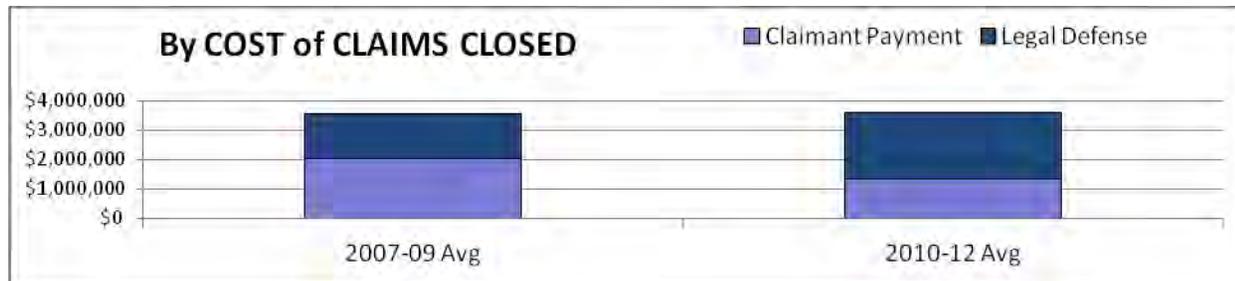
| TOTAL CLAIMS by FISCAL YEAR |       |                  |               |           |
|-----------------------------|-------|------------------|---------------|-----------|
| Fiscal Year                 | Count | Claimant Payment | Legal Defense | Total     |
| 2003                        | 211   | 1,263,594        | 1,242,303     | 2,510,222 |
| 2004                        | 97    | 2,428,501        | 1,602,081     | 4,032,070 |
| 2005                        | 127   | 1,177,782        | 887,442       | 2,065,325 |
| 2006                        | 107   | 1,231,425        | 521,998       | 1,753,470 |
| 2007                        | 121   | 1,376,966        | 1,304,278     | 2,681,244 |
| 2008                        | 125   | 1,931,470        | 1,777,098     | 3,709,161 |
| 2009                        | 118   | 2,725,677        | 1,504,004     | 4,229,682 |
| 2010                        | 101   | 1,228,513        | 2,410,608     | 3,641,227 |
| 2011                        | 96    | 1,462,634        | 2,441,739     | 3,913,476 |
| 2012                        | 102   | 1,379,187        | 1,870,800     | 3,263,903 |

Claims Closed during Fiscal Years 2003-2012 (cont'd)



## A. Cost Summary by Cause of Claims Closed During Fiscal Years 2007-09 compared to 2010-12

| Fiscal Year  | Count | Claimant Payment | Legal Defense | Total     |
|--|-------|------------------|---------------|-----------|
| <b>Age Discrimination</b>                          |       |                  |               |           |
| 2007-09 Avg  | 6.7   | 264,098          | 237,581       | 501,679   |
| 2010   | 4     | 18,000           | 88,954        | 106,954   |
| 2011   | 5     | 0                | 62,665        | 63,801    |
| 2012   | 4     | 30,000           | 455,053       | 485,053   |
| 2010-12 Avg  | 4.3   | 16,000           | 202,224       | 218,603   |
| <b>Disability Discrimination</b>                   |       |                  |               |           |
| 2007-09 Avg  | 21.7  | 246,071          | 177,120       | 423,291   |
| 2010   | 28    | 411,415          | 359,717       | 772,827   |
| 2011   | 22    | 197,062          | 459,360       | 657,945   |
| 2012   | 24    | 14,000           | 167,207       | 185,736   |
| 2010-12 Avg  | 25.0  | 207,492          | 328,761       | 538,836   |
| <b>Injured Worker Discrimination</b>               |       |                  |               |           |
| 2007-09 Avg  | 5.0   | 19,000           | 69,364        | 88,364    |
| 2010   | 2     | 0                | 781           | 781       |
| 2011   | 1     | 0                | 0             | 0         |
| 2012   | 4     | 107,760          | 53,908        | 161,668   |
| 2010-12 Avg  | 2.3   | 35,920           | 18,230        | 54,150    |
| <b>Race, National Origin, Color Discrimination</b> |       |                  |               |           |
| 2007-09 Avg  | 18.7  | 267,500          | 134,332       | 401,832   |
| 2010   | 16    | 207,500          | 164,348       | 371,848   |
| 2011   | 13    | 528,280          | 629,591       | 1,157,871 |
| 2012   | 11    | 107,688          | 199,889       | 307,577   |
| 2010-12 Avg  | 13.3  | 281,156          | 331,276       | 612,432   |
| <b>Religious Discrimination</b>                    |       |                  |               |           |
| 2007-09 Avg  | 9.0   | 8,783            | 21,247        | 30,030    |
| 2010   | 6     | 0                | 7,185         | 7,185     |
| 2011   | 7     | 0                | 0             | 0         |
| 2012   | 12    | 0                | 160,741       | 160,741   |
| 2010-12 Avg  | 8.3   | 0                | 55,975        | 59,975    |
| <b>Retaliation</b>                                 |       |                  |               |           |
| 2007-09 Avg  | 38.7  | 806,613          | 495,258       | 1,301,871 |
| 2010   | 29    | 140,000          | 757,667       | 897,667   |
| 2011   | 29    | 142,204          | 505,822       | 652,816   |
| 2012   | 21    | 205,739          | 332,827       | 542,108   |
| 2010-12 Avg  | 26.0  | 162,648          | 532,105       | 697,530   |
| <b>Sex Discrimination</b>                          |       |                  |               |           |
| 2007-09 Avg  | 10.3  | 119,917          | 158,441       | 278,358   |
| 2010   | 7     | 593              | 197,026       | 198,030   |
| 2011   | 6     | 25,088           | 601,776       | 628,517   |
| 2012   | 5     | 27,000           | 189,828       | 216,828   |
| 2010-12 Avg  | 6.0   | 17,560           | 329,543       | 347,792   |
| <b>Sexual Harassment</b>                           |       |                  |               |           |
| 2007-09 Avg  | 11.0  | 279,389          | 235,104       | 514,493   |
| 2010   | 9     | 451,005          | 834,930       | 1,285,935 |
| 2011   | 13    | 570,000          | 182,525       | 752,525   |
| 2012   | 21    | 887,000          | 311,348       | 1,204,192 |
| 2010-12 Avg  | 14.3  | 636,002          | 442,934       | 1,080,884 |
| <b>TOTAL CLAIMS</b>                                |       |                  |               |           |
| 2007-09 Avg  | 121   | 2,011,371        | 1,528,446     | 3,539,818 |
| 2010   | 101   | 1,228,513        | 2,410,608     | 3,641,227 |
| 2011   | 96    | 1,462,634        | 2,441,739     | 3,913,476 |
| 2012   | 102   | 1,379,187        | 1,870,800     | 3,263,903 |
| 2010-12 Avg  | 99.7  | 1,356,778        | 2,241,049     | 3,606,202 |



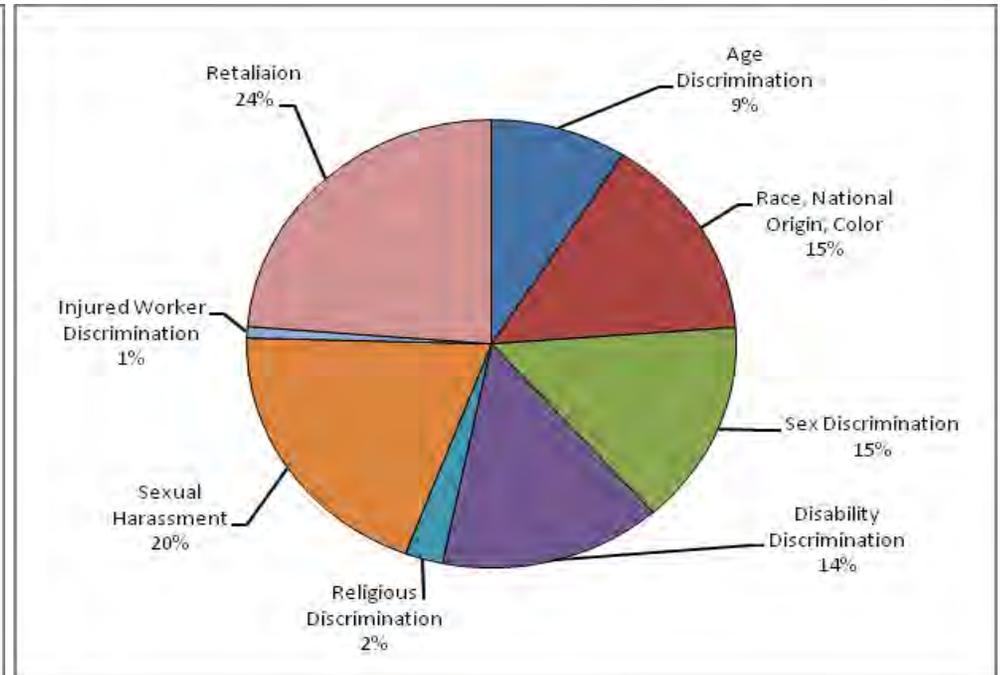
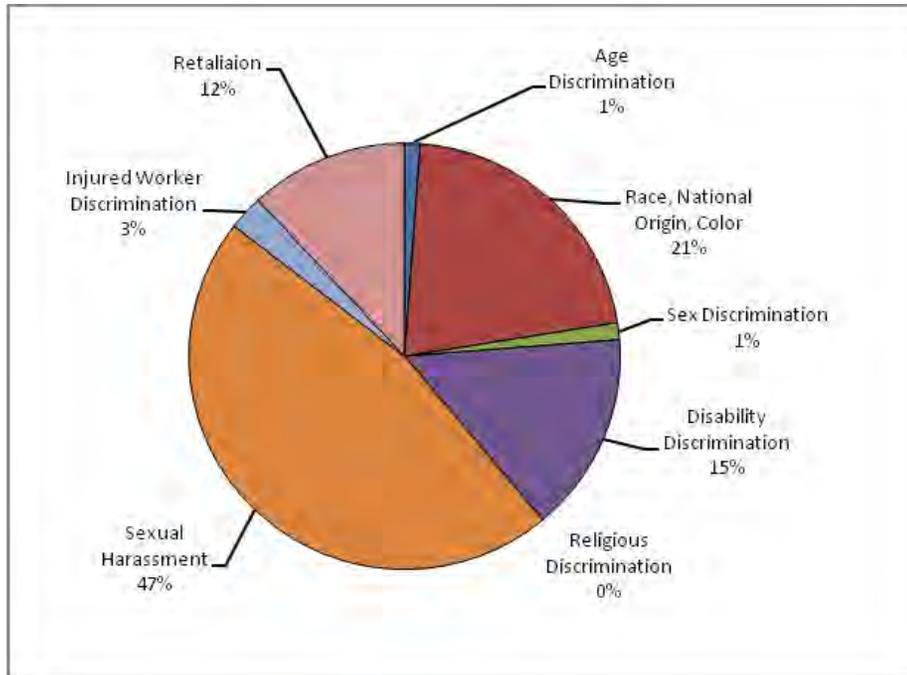
**Description:** Data is shown by eight cause types. Annual averages of Fiscal Years 2010 - 2012 are compared to the average of the previous biennium. The total average annual number of claims closed during Fiscal Years 2010 - 2012 decreased by 17.6 percent, from 121 to 100 claims. Though the annual average number decreased, the annual average costs increased by 1.8 percent, from \$3.54 million to \$3.6 million. Legal defense costs increased by 31.8 percent. *Note: "Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim."*

## B. Cost Summary by Cause of Claims During Fiscal Years 2010-2012

| Fiscal Year | Count  | Claimant Payment | Legal Defense | Total     | Count                            | Claimant Payment | Legal Defense | Total     | Count                                | Claimant Payment | Legal Defense | Total      |
|-------------|--|------------------|---------------|-----------|----------------------------------|------------------|---------------|-----------|--------------------------------------|------------------|---------------|------------|
| 2010-2012   | <b>Age Discrimination</b>                          |                  |               |           | <b>Disability Discrimination</b> |                  |               |           | <b>Injured Worker Discrimination</b> |                  |               |            |
|             | 13   | 48,000           | 606,672       | 655,808   | 74                               | 622,477          | 986,283       | 1,616,508 | 7                                    | 107,760          | 54,689        | 162,449    |
| 2010-2012   | <b>Race, National Origin, Color Discrimination</b> |                  |               |           | <b>Religious Discrimination</b>  |                  |               |           | <b>Retaliation</b>                   |                  |               |            |
|             | 40   | 873,468          | 993,829       | 1,837,296 | 25                               | 0                | 167,926       | 167,926   | 79                                   | 487,944          | 1,596,315     | 2,092,591  |
| 2010-2012   | <b>Sex Discrimination</b>                          |                  |               |           | <b>Sexual Harassment</b>         |                  |               |           | <b>TOTAL CLAIMS</b>                  |                  |               |            |
|             | 18   | 52,681           | 988,360       | 1,043,376 | 43                               | 1,908,005        | 1,323,803     | 3,242,652 | 299                                  | 4,070,334        | 6,723,147     | 10,818,606 |

Cost of Claimant Payments - 38%

Cost of Legal Defense - 62%



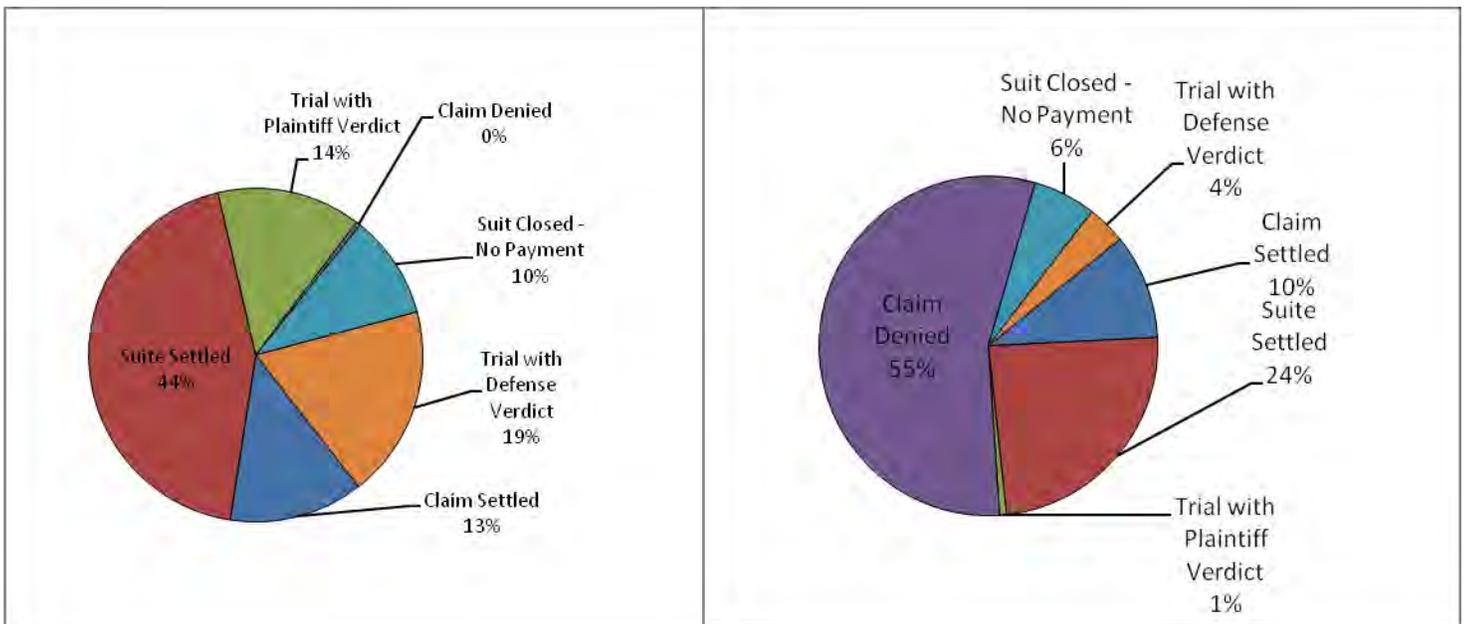
**Description:** The data is shown by eight cause types. The cost of claims closed during Fiscal Years 2010 - 2012 is \$10.8 million. Of this amount, \$4.07 million (38 percent) consisted of payments to claimants. Another \$6.7 million (62 percent) was spent on legal defense costs. *Note: Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim.*

**C. Discrimination Claim Outcomes**  
 Claims Closed During Fiscal Years 2010-2012

|                                | Claim Count | Claimant Payment   | Legal Defense      | TOTAL COST          |
|--------------------------------|-------------|--------------------|--------------------|---------------------|
| <b>Payments to Claimant</b>    |             |                    |                    |                     |
| Claim Settled                  | 30          | \$1,321,161        | \$87,072           | \$1,408,233         |
| Suit Settled                   | 72          | \$2,167,413        | \$2,582,081        | \$4,749,494         |
| Trial with Plaintiff Verdict   | 2           | \$581,760          | \$929,467          | \$1,511,227         |
| Subtotal                       | 104         | \$4,070,334        | \$3,598,620        | \$7,668,954         |
| <b>No Payments to Claimant</b> |             |                    |                    |                     |
| Claim Denied                   | 166         | \$0                | \$43,983           | \$43,983            |
| Suit Closed - No Payment       | 18          | \$0                | \$1,091,265        | \$1,091,265         |
| Trial With Defense Verdict     | 11          | \$0                | \$2,014,403        | \$2,014,403         |
| Subtotal                       | 195         | \$0                | \$3,149,651        | \$3,149,651         |
| <b>TOTAL</b>                   | <b>299</b>  | <b>\$4,070,334</b> | <b>\$6,748,272</b> | <b>\$10,818,606</b> |

**Cost by Claim Outcome**

**Number by Claim Outcome**



**Description:** The data is shown by type of claim outcome. Most allegations do not result in payment to the claimant although there may be some legal defense costs incurred. Of the claims closed during Fiscal Years 2010-2012, 34.7% settled with payment to the claimant. The majority of these (98%) were settled before trial. Of the thirteen closed claims that went to trial, only two verdicts were in favor of the claimant. *Note: Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim.*

## Equal Employment Opportunity Data

The following charts, provided by the Department of Administrative Services Human Resources Services Division, illustrate the composition of the State of Oregon's employees, subdivided into eight job categories that are used by the Equal Employment Commission (EEO) for Affirmative Action. The data is presented as both a total number and a percentage of the employees (any person holding a position in state service subject to appointment by an appointing authority) based upon the defining feature (e.g., gender, ethnicity or disability).

### EEO Job Categories

**Officials and 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. Job titles in this category may include: regional, district or area directors; deputy directors; controllers; examiners; wardens; superintendents; sheriffs; police and fire chiefs; inspectors; and kindred workers.

**Professionals:** Occupations which require specialized and theoretical knowledge usually acquired through college training or work experience, and other training which provides comparable knowledge. This category includes: personnel and labor relations workers; social workers; doctors; analysts; accountants; engineers; employment and vocational rehabilitation counselors; teachers or instructors; police and fire captains and lieutenants; and kindred workers.

**Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This category includes: computer programmers and operators; drafters; surveyors; licensed practical nurses; photographers; radio operators; technical illustrators; highway technicians; science (medical, dental, electronic, physical) technicians; assessors; inspectors; police and fire sergeants; and kindred workers.

**Protective Service Workers:** Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. This category includes: police patrol officers; fire fighters; guards; deputy sheriffs; bailiffs; correctional officers; detectives; marshals; harbor patrol officers; and kindred workers.

**Paraprofessional:** 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 than is normally required for professionals or technicians. This category includes: library assistants; research assistants; medical aides; child support workers; police auxiliary workers; welfare service aides; recreation assistants; homemaker aides; home health aides; and kindred workers.

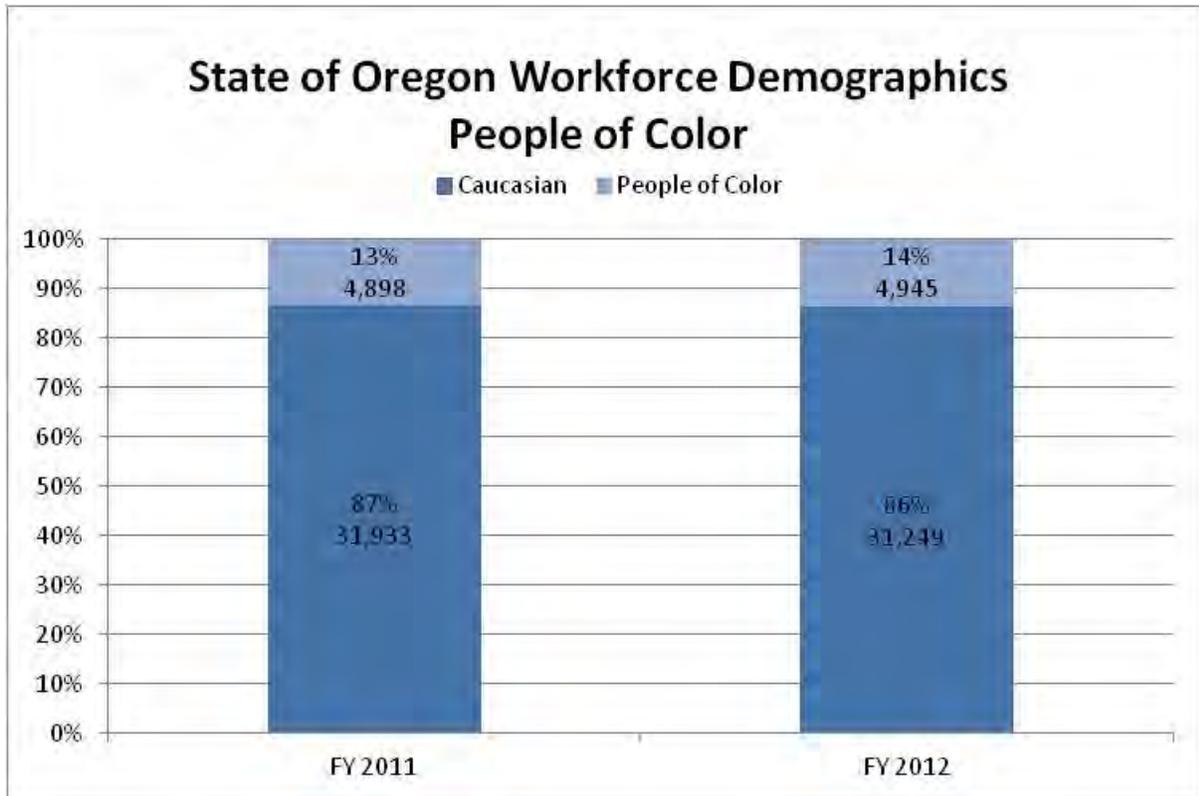
**Administrative Support:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. This category includes: bookkeepers; messengers; office machine operators; clerk typists; stenographers;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

**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 via apprenticeship or other formal training programs. This category includes: mechanics and repairers; electricians; heavy equipment operators; stationary engineers; skilled machining occupations; carpenters; compositors and typesetters; and kindred workers.

**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. This category includes: chauffeurs; laundry and dry cleaning operatives; truck and bus drivers; garage laborers; custodial personnel; gardeners and groundskeepers; refuse collectors; construction workers; and kindred workers.

### Chart 1: State of Oregon Workforce Demographics, People of Color

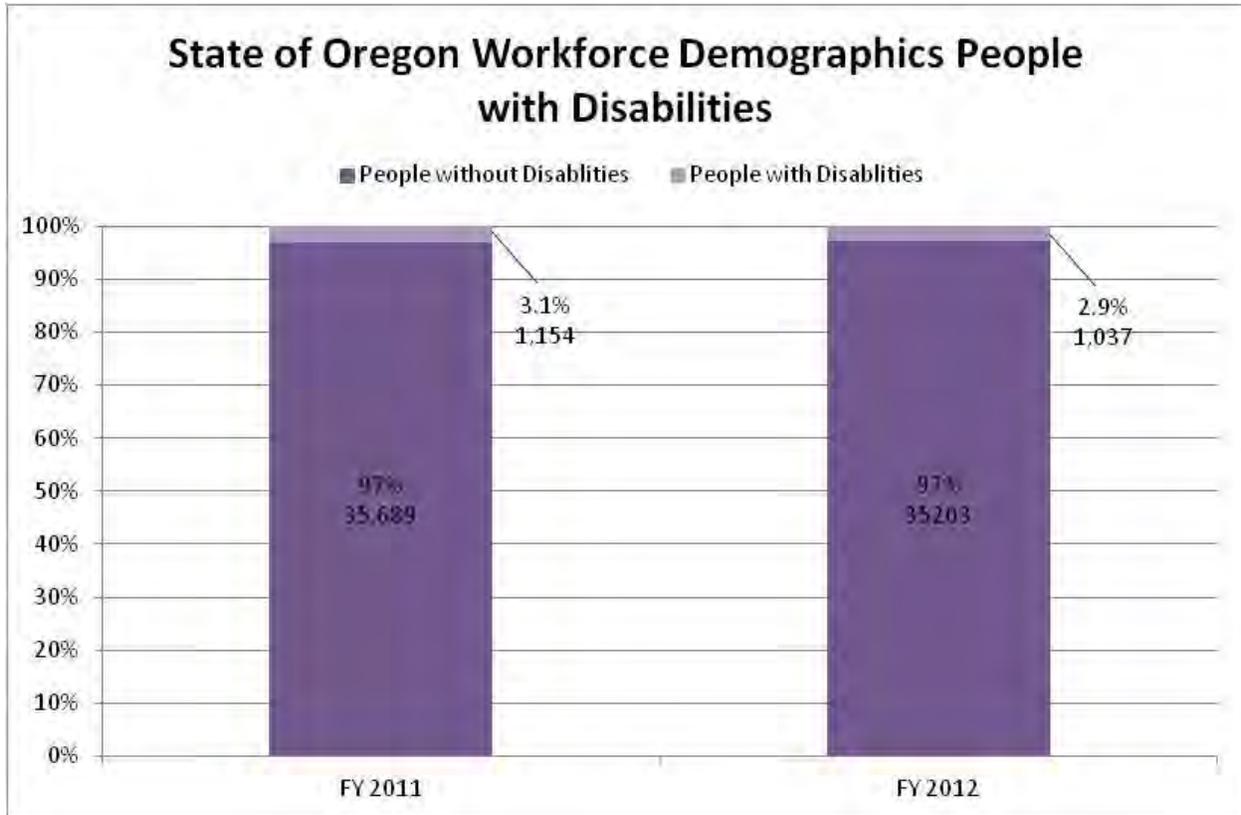
In 2012, there were 47 more State of Oregon employees who were people of color than in 2011. However, the number of Caucasian people decreased over the year by 684.



Source: Oregon Department of Administrative Services

## Chart 2: State of Oregon Workforce Demographics, People with Disabilities

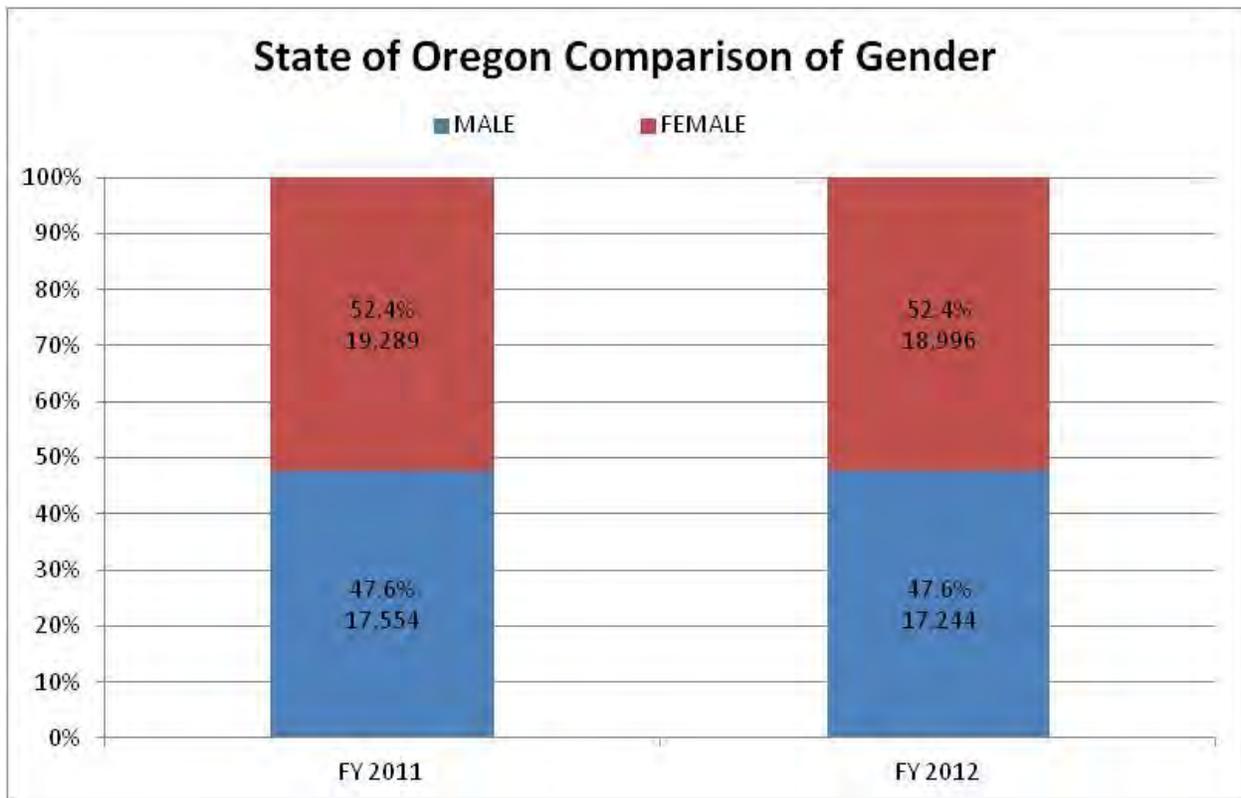
The number of State of Oregon employees who disclosed a disability decreased from 2012 to 2011 by 117, and their share of the total state government workforce decreased by 0.2%. During that same time period, the number of employees without disabilities also decreased by 486.



Source: Oregon Department of Administrative Services

### Chart 3: State of Oregon Comparison of Gender

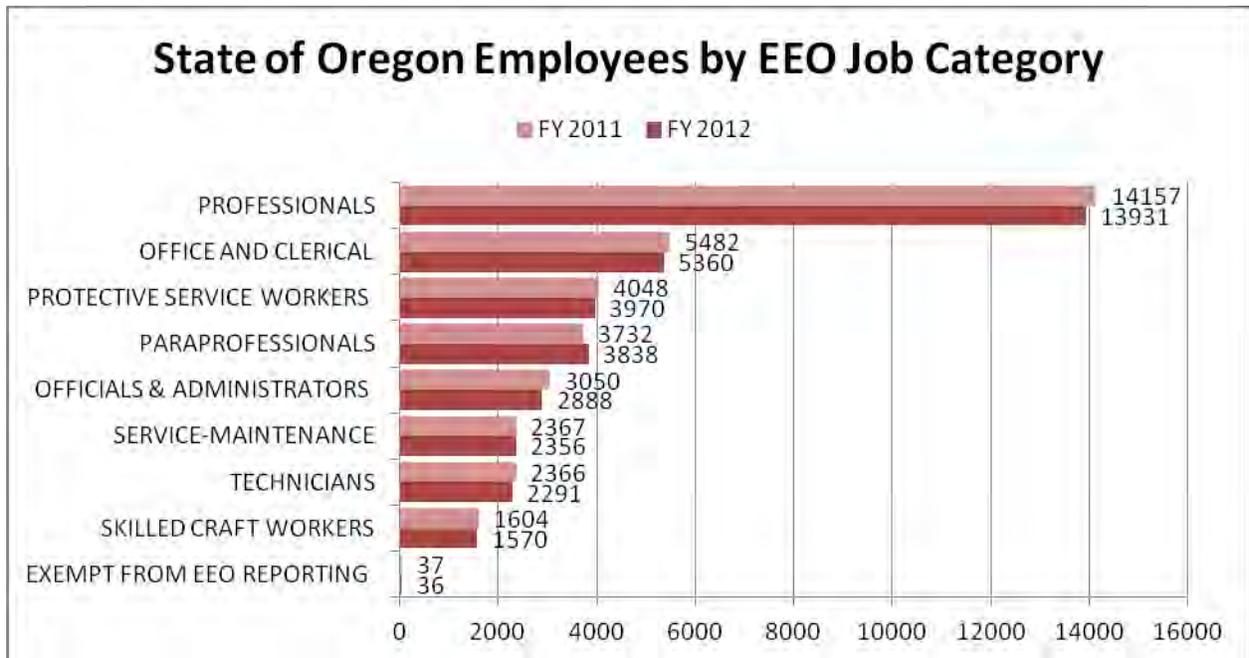
In 2011 and 2012, women accounted for 52.4 percent of the State of Oregon's. The percentages remain the same although there was a loss of 293 female workers and 310 male workers between the two years.



Source: Oregon Department of Administrative Services

#### Chart 4: State of Oregon Employees by EEO Job Categories

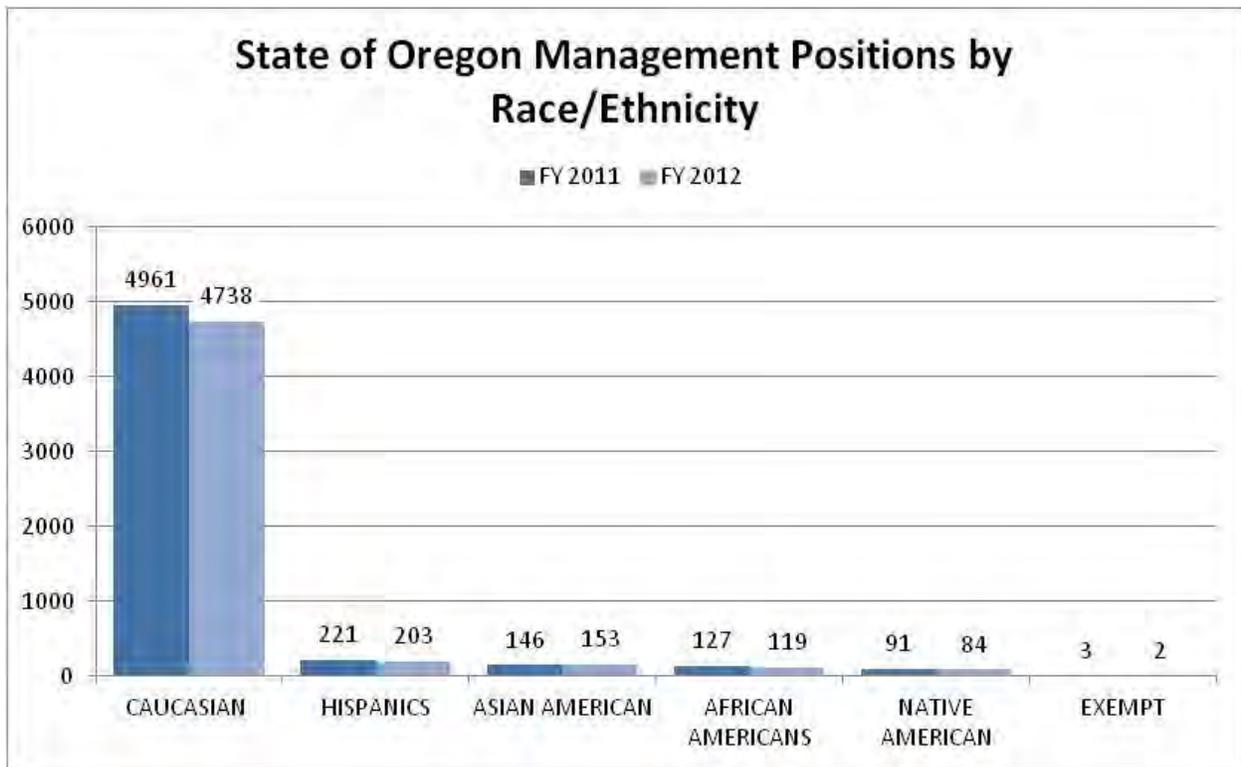
Oregon state government employment lost about 603 people from 2010 to 2012. Overall, most categories saw a loss, except for “Paraprofessionals” where there was a gain of 106 jobs.



Source: Oregon Department of Administrative Services

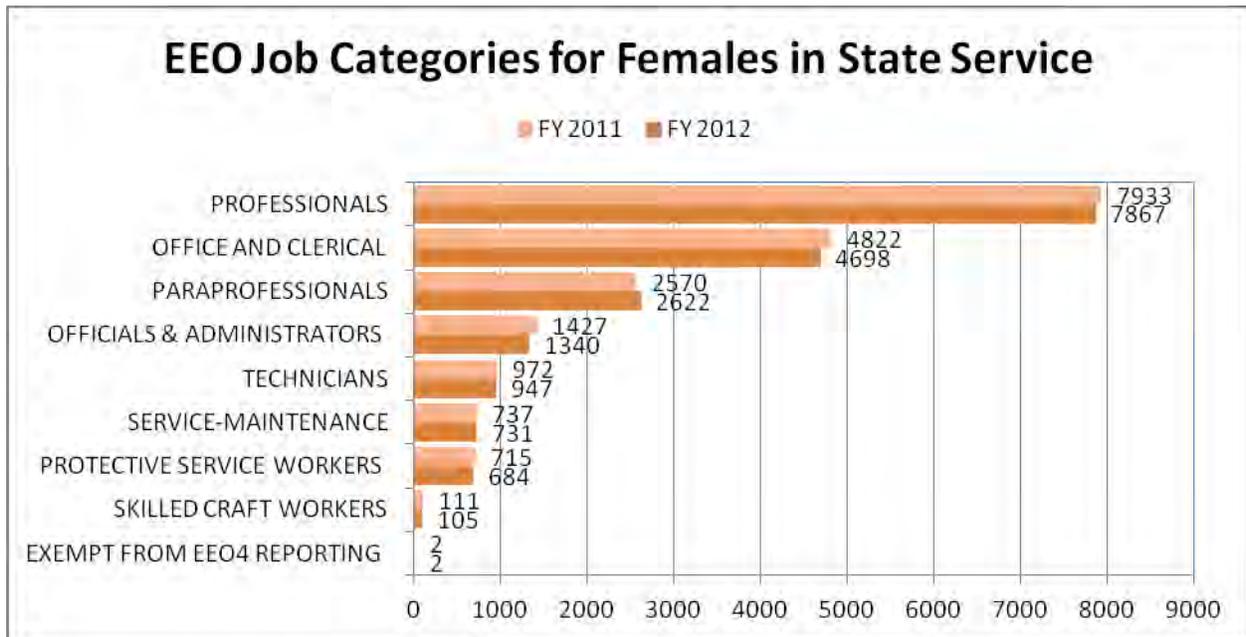
### Chart 5: State of Oregon Management Positions by Race/Ethnicity

Includes all positions classified as executive services nonsupervisory, executive service, supervisory, management services nonsupervisory, management services supervisory, unclassified excluded supervisory, or agency equivalent.



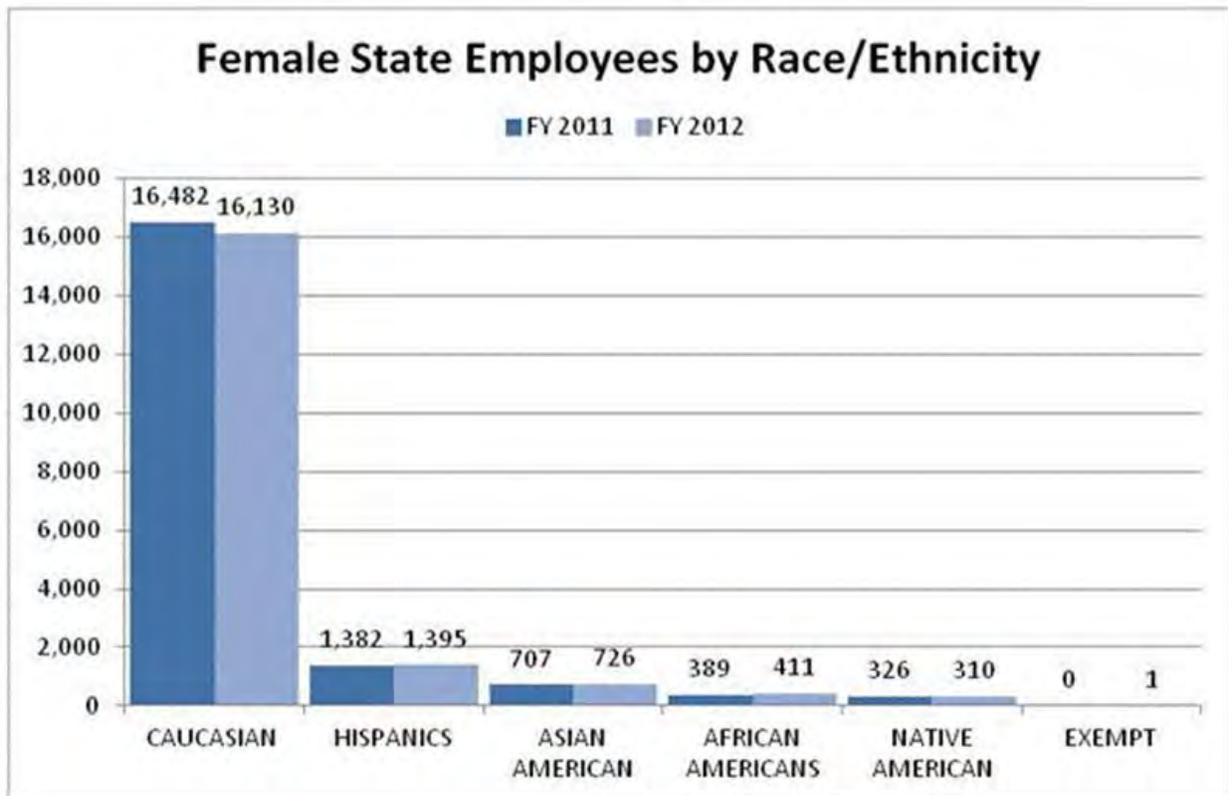
Source: Oregon Department of Administrative Services

Chart 6: EEO Job Categories for Females in State Service



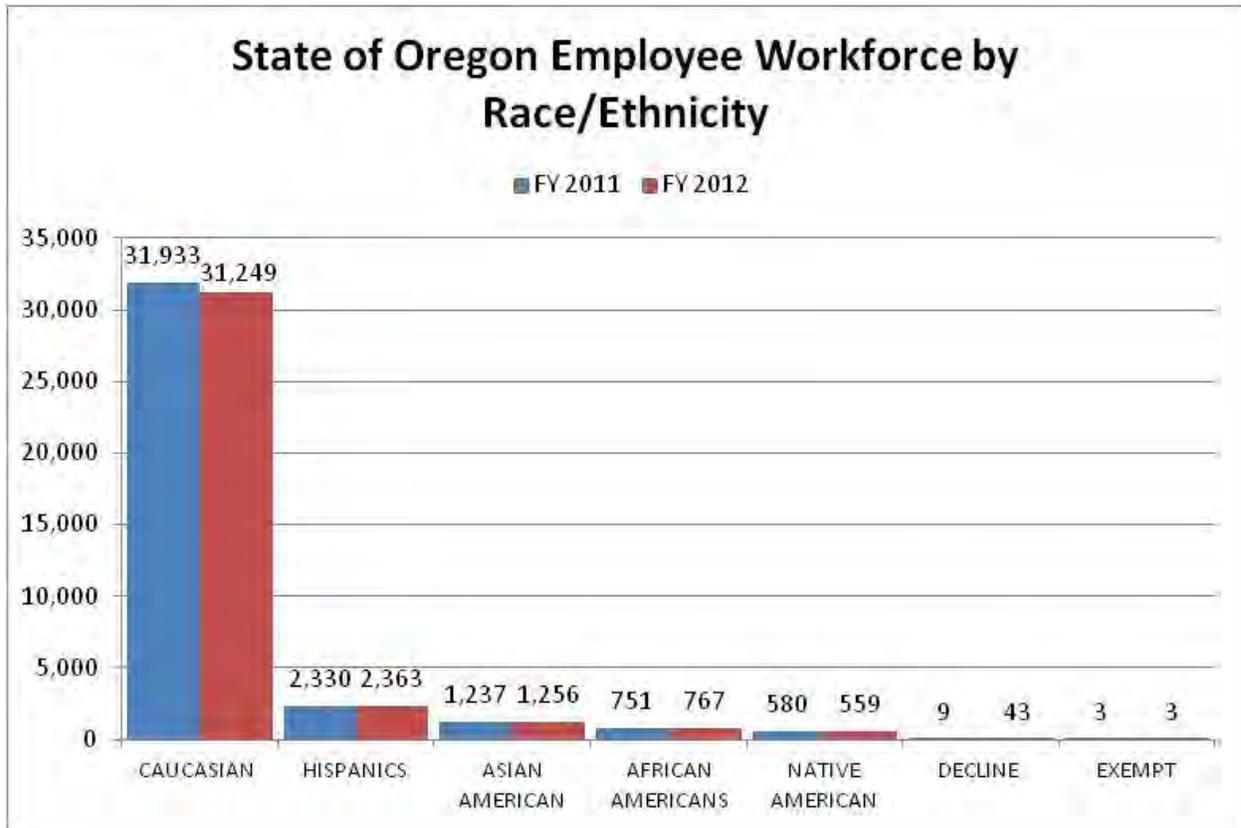
Source: Oregon Department of Administrative Services

Chart 7: Female State Employees by Race/Ethnicity



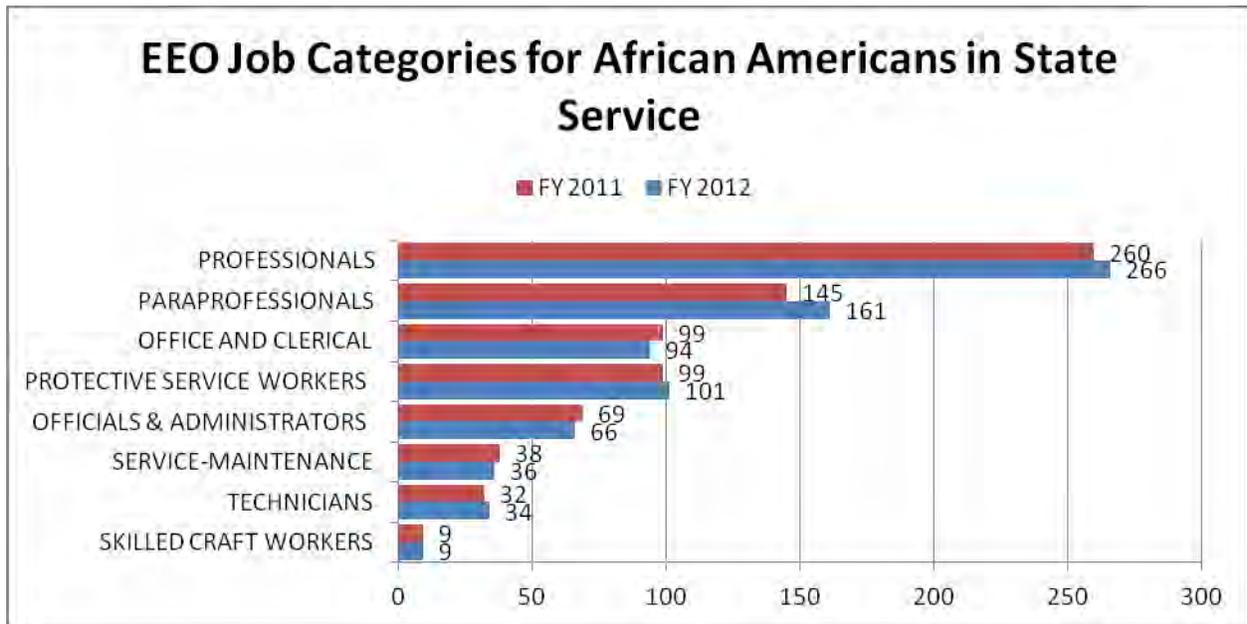
Source: Oregon Department of Administrative Services

Chart 8: State of Oregon Workforce by Race/Ethnicity



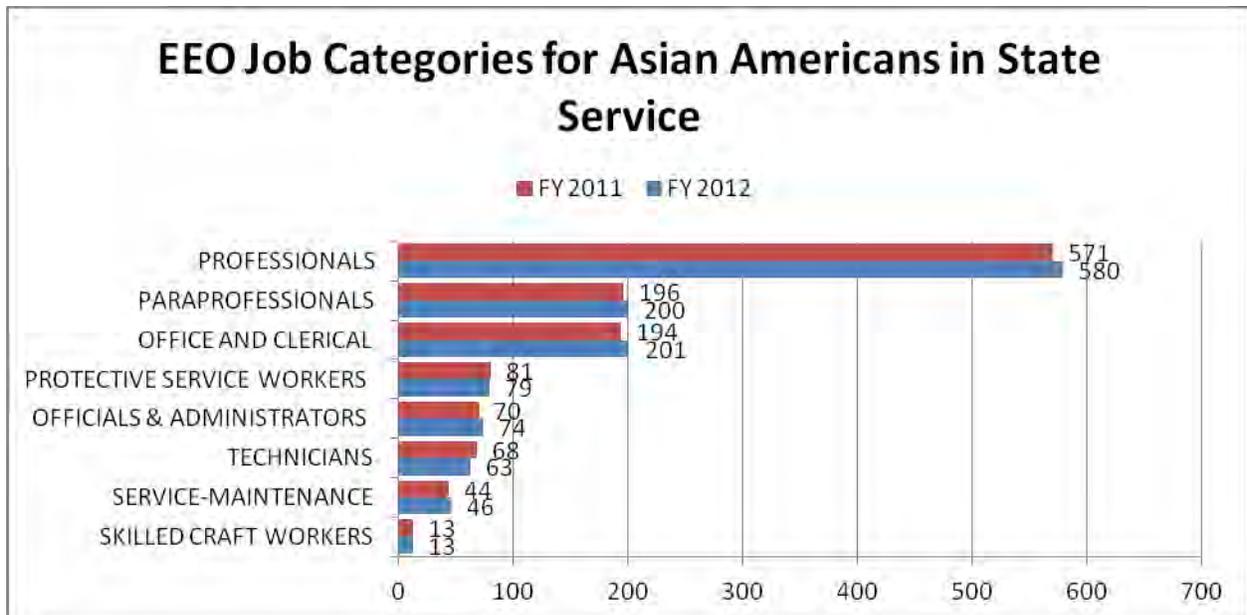
Source: Oregon Department of Administrative Services

Chart 9: EEO Job Categories for African American in State Service



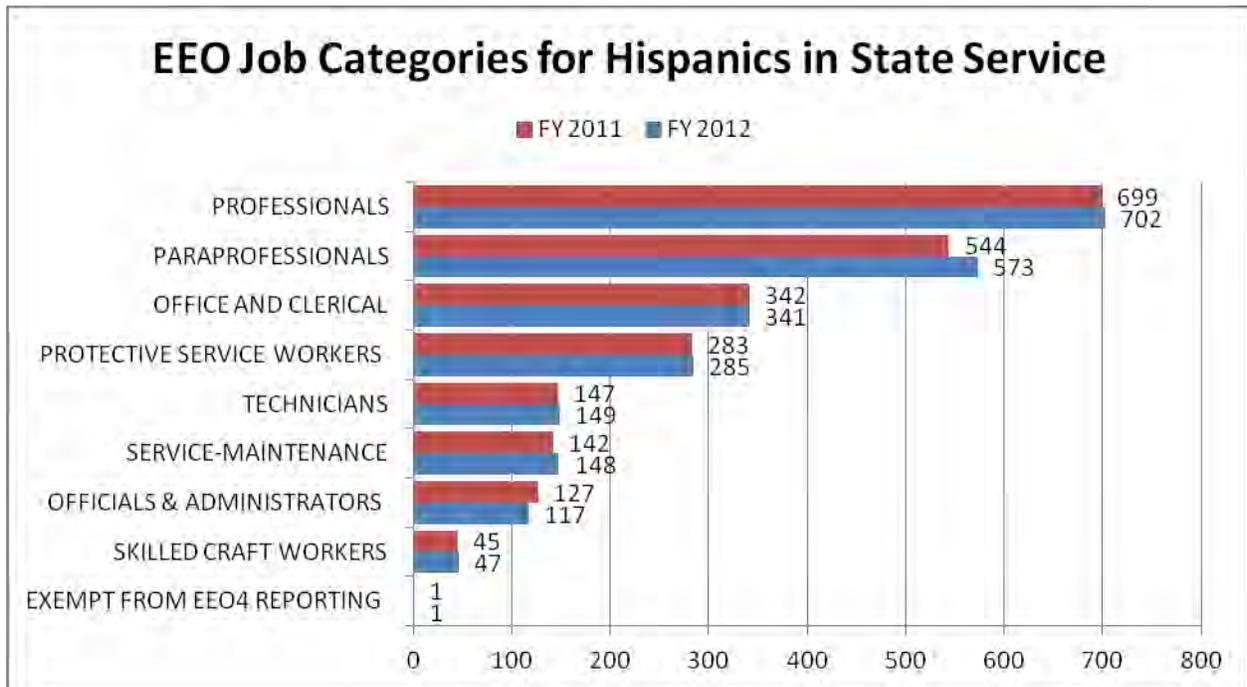
Source: Oregon Department of Administrative Services

Chart 10: EEO Job Categories for Asian Americans in State Service



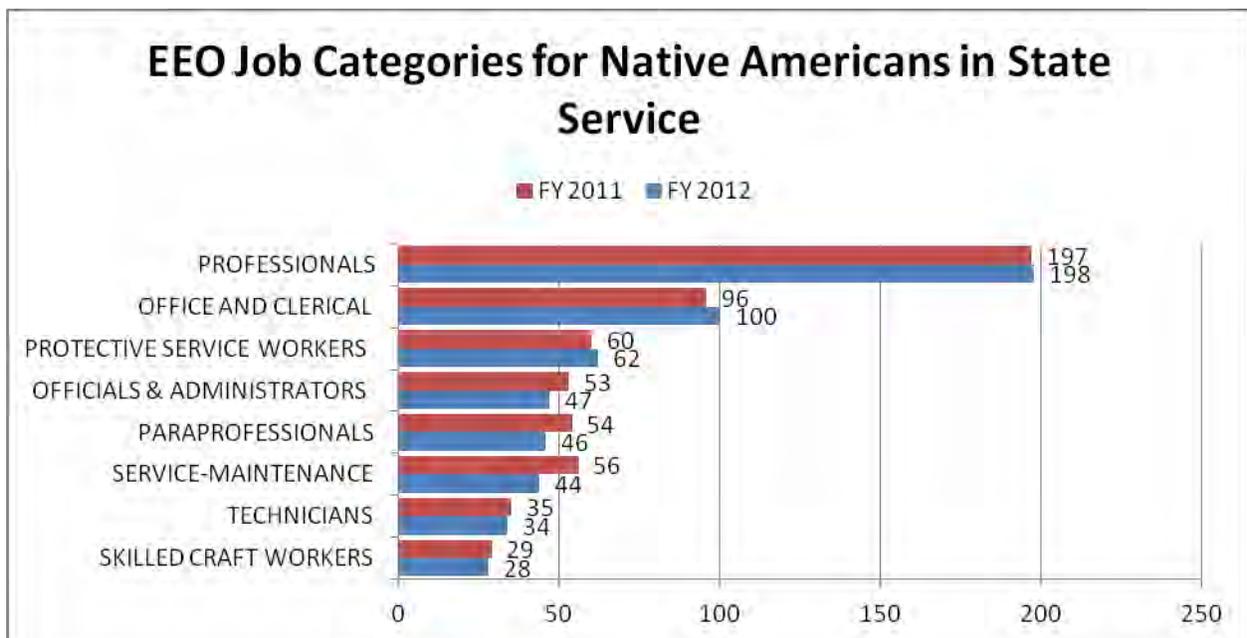
Source: Oregon Department of Administrative Services

Chart 11: EEO Job Categories for Hispanics in State Service



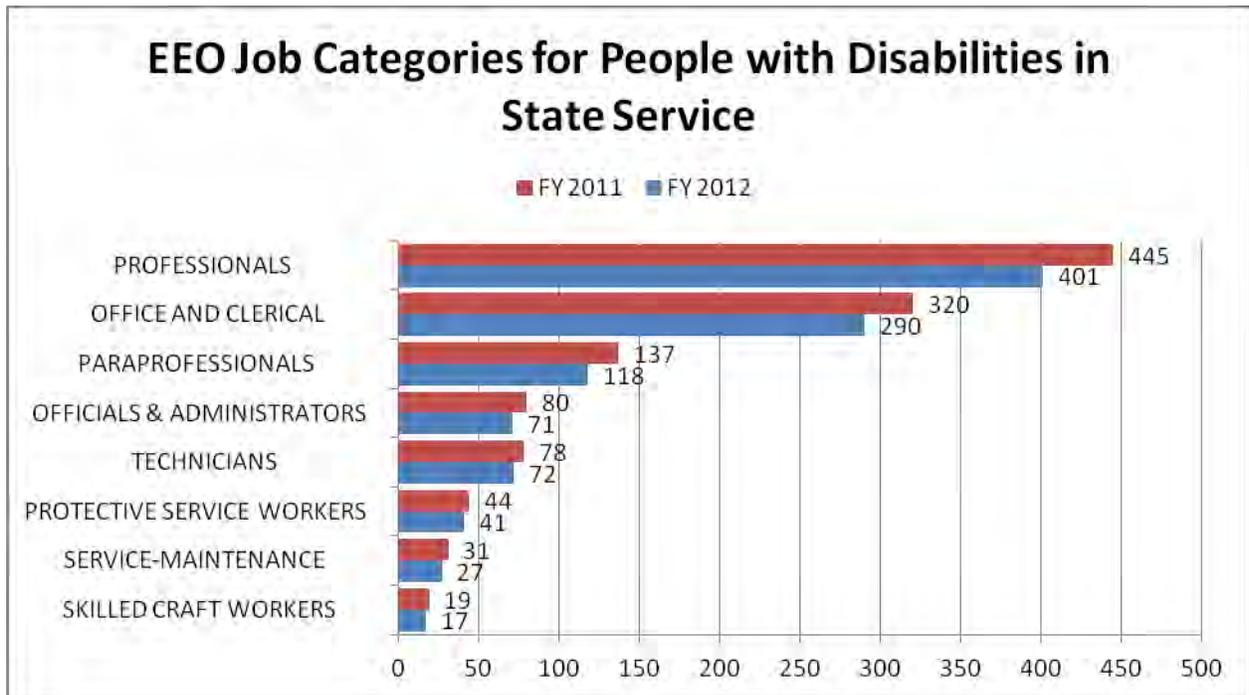
Source: Oregon Department of Administrative Services

Chart 12: EEO Job Categories for Native Americans in State Service



Source: Oregon Department of Administrative Services

Chart 13: EEO Job Categories for People with Disabilities in State Service



Source: Oregon Department of Administrative Services

**Chart 14: Large Agency Demographics**  
7/01/2010 - 6/30/2012

| Agency                             | Total Employees | Male total & % | Female total & % | Caucasian total & % | People of Color | People with Disabilities |
|------------------------------------|-----------------|----------------|------------------|---------------------|-----------------|--------------------------|
| 1. Human Services                  | 7381            | 1650<br>22.4%  | 5731<br>77.6%    | 5795<br>78.5%       | 1556<br>21.1%   | 330<br>4.5%              |
| 2. Transportation                  | 4662            | 2970<br>63.7%  | 1692<br>36.3%    | 4210<br>90.3%       | 452<br>9.7%     | 185<br>4%                |
| 3. Corrections                     | 4474            | 2957<br>66.1%  | 1517<br>33.9%    | 3958<br>88.5%       | 516<br>11.5%    | 50<br>1.1%               |
| 4. OR Health Authority             | 4306            | 1480<br>34.4%  | 2826<br>65.6%    | 3586<br>88.3%       | 711<br>16.5%    | 111<br>2.6%              |
| 5. Employment                      | 1515            | 521<br>34.4%   | 994<br>65.6%     | 1208<br>79.7%       | 307<br>20.3%    | 35<br>2.3%               |
| 6. Fish and Wildlife               | 1379            | 928<br>67.3%   | 451<br>32.7%     | 1315<br>95.4%       | 63<br>4.6%      | 21<br>1.5%               |
| 7. Justice                         | 1328            | 352<br>26.5%   | 976<br>73.5%     | 1160<br>87.3%       | 168<br>12.7%    | 32<br>2.4%               |
| 8. State Police                    | 1222            | 805<br>65.9%   | 417<br>34.1%     | 1142<br>93.5%       | 80<br>6.5%      | 7<br>0.6%                |
| 9. Forestry                        | 1177            | 900<br>76.5%   | 277<br>23.5%     | 1092<br>92.8%       | 82<br>7%        | 15<br>1.3%               |
| 10. Youth Authority                | 1103            | 689<br>62.5%   | 414<br>37.5%     | 909<br>82.4%        | 194<br>17.6%    | 17<br>1.5%               |
| 11. Revenue                        | 1018            | 337<br>33.1%   | 681<br>66.9%     | 882<br>86.6%        | 136<br>13.4%    | 23<br>2.3%               |
| 12. Parks                          | 959             | 522<br>54.4%   | 437<br>45.6%     | 908<br>94.7%        | 50<br>5.2%      | 12<br>1.3%               |
| 13. Consumer and Business Services | 919             | 390<br>42.4%   | 529<br>57.6%     | 827<br>90%          | 92<br>10%       | 25<br>2.7%               |
| 14. Administrative Services        | 793             | 431<br>54.4%   | 362<br>45.6%     | 688<br>86.8%        | 105<br>13.2%    | 23<br>2.9%               |
| 15. Environmental Quality          | 700             | 393<br>56.1%   | 307<br>43.9%     | 630<br>90%          | 70<br>10%       | 22<br>3.1%               |
| 16. Military                       | 567             | 443<br>78.1%   | 124<br>21.9%     | 499<br>88%          | 68<br>12%       | 14<br>2.5%               |
| 17. Agriculture                    | 540             | 283<br>52.4%   | 257<br>47.6%     | 474<br>87.8%        | 66<br>12.2%     | 6<br>1.1%                |

Source: Oregon Department of Administrative Services

**Description:** Agencies are listed based on their total employee size.

**Chart 15: Medium Agency Demographics**  
7/01/2010 - 6/30/2012

| Agency  | Total Employees | Male total & % | Female total & % | Caucasian total & % | People of Color | People with Disabilities |
|---|-----------------|----------------|------------------|---------------------|-----------------|--------------------------|
| 1. Education, Dept of                           | 392             | 126<br>32.1%   | 266<br>67.9%     | 353<br>90.1%        | 39<br>9.9%      | 29<br>7.4%               |
| 2. Public Employees Retirement System           | 359             | 124<br>34.5%   | 235<br>65.5%     | 307<br>85.5%        | 52<br>14.5%     | 16<br>4.5%               |
| 3. Public Safety Standards and Training         | 330             | 252<br>76.4%   | 78<br>23.6%      | 303<br>91.8%        | 27<br>8.2%      | 2<br>0.6%                |
| 4. Liquor Control Commission                    | 225             | 117<br>52.0%   | 108<br>48.0%     | 188<br>83.6%        | 37<br>16.4%     | 3<br>1.3%                |
| 5. Secretary of State                           | 200             | 82<br>41.0%    | 118<br>59.0%     | 180<br>90.0%        | 20<br>10.0%     | 5<br>2.5%                |
| 6. Housing and Community Services, Dept. of     | 198             | 69<br>34.8%    | 129<br>65.2%     | 178<br>89.9%        | 20<br>10.1%     | 7<br>3.5%                |
| 7. Public Utility Commission                    | 132             | 63<br>47.7%    | 69<br>52.3%      | 114<br>86.4%        | 18<br>13.6%     | 5<br>3.8%                |
| 8. OR Business Development Dept.                | 131             | 63<br>48.1%    | 68<br>51.9%      | 115<br>87.8%        | 16<br>12.2%     | 7<br>5.3%                |
| 9. Water Resources, Dept.                       | 125             | 72<br>57.6%    | 53<br>42.4%      | 114<br>91.2%        | 11<br>8.8%      | 12<br>9.6%               |
| 10. Energy, Dept. of                            | 118             | 56<br>47.5%    | 62<br>52.5%      | 102<br>86.4%        | 16<br>13.6%     | 4<br>3.4%                |
| 11. Lands, Dept. of State                       | 109             | 45<br>41.3%    | 64<br>58.7%      | 98<br>89.9%         | 11<br>10.1%     | 0<br>0.0%                |
| 12. Labor and Industries, Bureau of             | 105             | 42<br>40.0%    | 63<br>60.0%      | 79<br>75.2%         | 25<br>23.8%     | 14<br>13.3%              |
| 13. Treasury, Oregon State                      | 90              | 42<br>46.7%    | 48<br>53.3%      | 82<br>91.1%         | 7<br>7.8%       | 1<br>1.1%                |
| 14. Veterans' Affairs, Dept. of                 | 90              | 36<br>40.0%    | 54<br>60.0%      | 85<br>94.4%         | 5<br>5.6%       | 6<br>6.7%                |
| 15. Public Defense Services                     | 73              | 23<br>31.5%    | 50<br>68.5%      | 68<br>93.2%         | 5<br>6.8%       | 0<br>0.0%                |
| 16. Construction Contractors Board              | 70              | 32<br>45.7%    | 38<br>54.3%      | 63<br>90.0%         | 7<br>10.0%      | 4<br>5.7%                |
| 17. Governor, Office of the                     | 65              | 27<br>41.5%    | 38<br>58.5%      | 54<br>83.1%         | 11<br>16.9%     | 0<br>0.0%                |
| 18. Community College/ Workforce Dev, Dept of   | 59              | 19<br>32.2%    | 40<br>67.8%      | 53<br>89.8%         | 6<br>10.2%      | 1<br>1.7%                |
| 19. Land Conservation and Development, Dept. of | 58              | 33<br>56.9%    | 25<br>43.1%      | 58<br>100.0%        | 0<br>0.0%       | 1<br>1.7%                |
| 20. Nursing, Board of                           | 56              | 10<br>17.9%    | 46<br>82.1%      | 50<br>89.3%         | 6<br>10.7%      | 0<br>0.0%                |
| 21. Blind, Commission for the                   | 52              | 19<br>36.5%    | 33<br>63.5%      | 48<br>92.3%         | 4<br>7.7%       | 12<br>23.1%              |

Source: Oregon Department of Administrative Services

**Description:** Agencies are listed based on their total employee size.

**Chart 16: Small Agency, Boards, and Commission Demographics**  
7/01/2010 - 6/30/2012

| Agency   | Total Employees | Male total & % | Female total & % | Caucasian total & % | People of Color | People with Disabilities |
|--|-----------------|----------------|------------------|---------------------|-----------------|--------------------------|
| 1. Geology and Mineral Industries, Dept. of              | 44              | 29<br>65.9%    | 15<br>34.1%      | 41<br>93.2%         | 3<br>6.8%       | 0<br>0.0%                |
| 2. Library, Oregon State                                 | 44              | 15<br>34.1%    | 29<br>65.9%      | 39<br>88.6%         | 5<br>11.4%      | 3<br>6.8%                |
| 3. OR Medical Board                                      | 41              | 11<br>26.8%    | 30<br>73.2%      | 29<br>70.7%         | 12<br>29.3%     | 2<br>4.9%                |
| 4. Marine Board  | 40              | 16<br>40.0%    | 24<br>60.0%      | 38<br>95.0%         | 2<br>5.0%       | 1<br>2.5%                |
| 5. District Attorneys/Deputies                           | 36              | 34<br>94.4%    | 2<br>5.6%        | 35<br>97.2%         | 1<br>2.8%       | 0<br>0.0%                |
| 6. OR Health Licensing Agency                            | 36              | 17<br>47.2%    | 19<br>52.8%      | 30<br>83.3%         | 6<br>16.7%      | 2<br>5.6%                |
| 7. Student Access Commission                             | 33              | 8<br>24.2%     | 25<br>75.8%      | 28<br>84.8%         | 5<br>15.2%      | 0<br>0.0%                |
| 8. Watershed Enhancement Board                           | 31              | 10<br>32.3%    | 21<br>67.7%      | 30<br>96.8%         | 1<br>3.2%       | 1<br>3.2%                |
| 9. Real Estate Agency                                    | 29              | 8<br>27.6%     | 21<br>72.4%      | 27<br>93.1%         | 2<br>6.9%       | 0<br>0.0%                |
| 10. Teacher Standards and Practices                      | 24              | 6<br>25.0%     | 18<br>75.0%      | 19<br>79.2%         | 5<br>20.8%      | 0<br>0.0%                |
| 11. Pharmacy, Oregon Board of                            | 18              | 5<br>27.8%     | 13<br>72.2%      | 18<br>100.0%        | 0<br>0.0%       | 1<br>5.6%                |
| 12. Youth Development Council (Children & Families Com.) | 17              | 3<br>17.6%     | 14<br>82.4%      | 11<br>64.7%         | 6<br>35.3%      | 0<br>0.0%                |
| 13. Racing Commission                                    | 17              | 9<br>52.9%     | 8<br>47.1%       | 16<br>94.1%         | 1<br>5.9%       | 1<br>5.9%                |
| 14. Parole/Post Prison Supervision, Board of             | 16              | 4<br>25.0%     | 12<br>75.0%      | 15<br>93.8%         | 1<br>6.3%       | 0<br>0.0%                |
| 15. Employment Relations Board                           | 15              | 5<br>33.3%     | 10<br>66.7%      | 15<br>100.0%        | 0<br>0.0%       | 1<br>6.7%                |
| 16. Aviation, Department of                              | 14              | 8<br>57.1%     | 6<br>42.9%       | 14<br>100.0%        | 0<br>0.0%       | 0<br>0.0%                |
| 17. Long Term Care Ombudsman                             | 11              | 1<br>9.1%      | 10<br>90.9%      | 9<br>81.8%          | 2<br>18.2%      | 0<br>0.0%                |
| 18. Psychiatric Security Review Board                    | 11              | 1<br>9.1%      | 10<br>90.9%      | 9<br>81.8%          | 2<br>18.2%      | 0<br>0.0%                |
| 19. Criminal Justice Commission                          | 8               | 3<br>37.5%     | 5<br>62.5%       | 7<br>87.5%          | 1<br>12.5%      | 0<br>0.0%                |
| 20. Government Ethics Commission                         | 8               | 1<br>12.5%     | 7<br>87.5%       | 8<br>100.0%         | 0<br>0.0%       | 0<br>0.0%                |
| 21. Dentistry, Board of                                  | 7               | 4<br>57.1%     | 3<br>42.9%       | 6<br>85.7%          | 1<br>14.3%      | 0<br>0.0%                |
| 22. Forest Resources Institute, Oregon                   | 7               | 4<br>57.1%     | 3<br>42.9%       | 7<br>100.0%         | 0<br>0.0%       | 0<br>0.0%                |
| 23. Licensed Social Workers Board                        | 7               | 2<br>28.6%     | 5<br>71.4%       | 6<br>85.7%          | 1<br>14.3%      | 0<br>0.0%                |
| 24. Mortuary and Cemetery                                | 7               | 2              | 5                | 6                   | 1               | 0                        |

|                                       |   |            |             |             |            |           |
|---------------------------------------|---|------------|-------------|-------------|------------|-----------|
| Board                                 |   | 28.6%      | 71.4%       | 85.7%       | 14.3%      | 0.0%      |
| 25. Accountancy, Oregon Board of      | 6 | 2<br>33.3% | 4<br>66.7%  | 6<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 26. Board of Massage Therapists       | 5 | 0<br>0.0%  | 5<br>100.0% | 5<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 27. Chiropractic Examiners, Board of  | 5 | 2<br>40.0% | 3<br>60.0%  | 5<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 28. Land Use Board of Appeals         | 5 | 2<br>40.0% | 3<br>60.0%  | 4<br>80.0%  | 1<br>20.0% | 0<br>0.0% |
| 29. Counselors and Therapist Board    | 4 | 2<br>50.0% | 2<br>50.0%  | 4<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 30. Tax Practitioners, State Board of | 4 | 1<br>25.0% | 3<br>75.0%  | 4<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 31. Medical Imaging, Board            | 3 | 2<br>66.7% | 1<br>33.3%  | 3<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 32. Naturopathic Medicine, Board      | 3 | 1<br>33.3% | 2<br>66.7%  | 3<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 33. Psychologist Examiners Board      | 3 | 0<br>0.0%  | 3<br>100.0% | 3<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 34. Speech Pathology/Audiology        | 3 | 1<br>33.3% | 2<br>66.7%  | 3<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 35. Veterinary Med Examining Board    | 3 | 1<br>33.3% | 2<br>66.7%  | 3<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 36. Advocacy Commissions Office       | 2 | 0<br>0.0%  | 2<br>100.0% | 2<br>100.0% | 0<br>0.0%  | 0<br>0.0% |
| 37. Occupational Therapy, Board       | 1 | 0<br>0.0%  | 1<br>100.0% | 1<br>100.0% | 0<br>0.0%  | 0<br>0.0% |

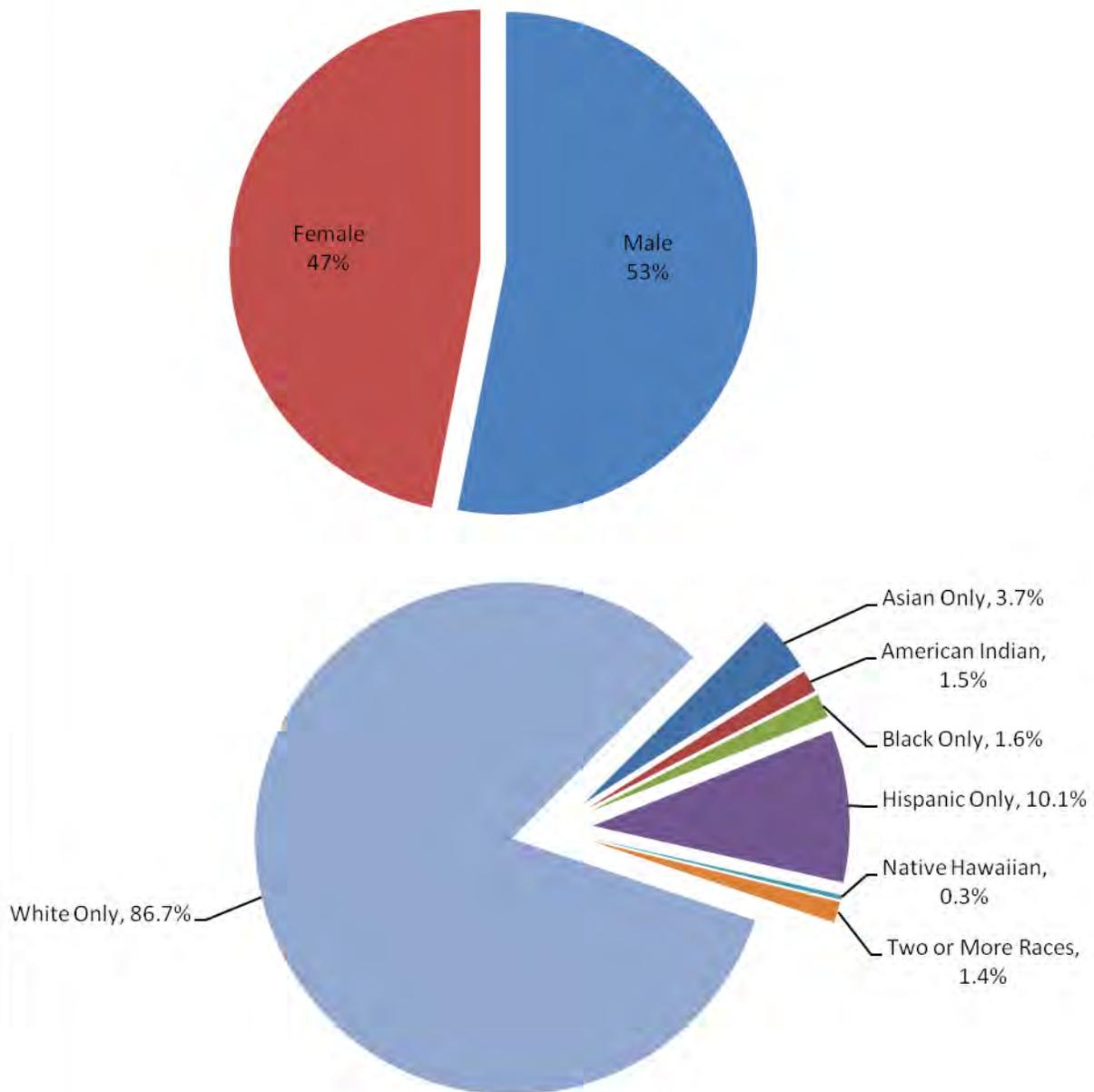
Source: Oregon Department of Administrative Services

**Description:** Agencies are listed based on their total employee size.

## Oregon Civilian Labor Force

The following charts illustrate the composition of the Civilian Labor Force of Oregon, based on the 2009 U.S. Census Bureau projected data. Civilian Labor Force represents an estimate of all Oregonians, 16 years or older, who are able to be part of the workforce.

### Gender of Oregon's Workforce 2010



Source: Oregon Employment Department, [www.qualityinfo.org/pubs/aa/oregon.pdf](http://www.qualityinfo.org/pubs/aa/oregon.pdf)

# APPENDIX A: Governor's Executive Order 08-18

Office of the Governor  
State of Oregon



## EXECUTIVE ORDER 08-18

### AMENDING EXECUTIVE ORDER 05-01 RELATING TO AFFIRMATIVE ACTION

On January 26, 2005, I issued Executive Order 05-01, relating to affirmative action. That Executive Order directs Agency Directors and Administrators to review and discuss their affirmative action plans, to initiate training on affirmative action issues, to include affirmative action responsibilities in key job descriptions and to conduct Cultural Competency Assessment and Training.

Since the issuance of Executive Order 05-01, many state agencies have met with the Governor's Affirmative Action Office (GAAO) to review and discuss their affirmative action plans. The Department of Administrative Services (DAS) has concluded an audit of position descriptions for the inclusion of affirmative action duties and has shared audit results with GAAO. In addition, a number of state agencies have completed Cultural Competency Assessment and Training.

Despite these gains, much more can be accomplished. The State of Oregon remains committed to the right of all persons to work and advance on the basis of merit, ability and potential. In order to clarify the provisions of Executive Order No. 05-01, I amend that order as follows.

#### NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:

1. The GAAO and each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to identify resources for improving the hiring and developmental opportunities of underrepresented persons.
2. To continue the State of Oregon's progress in the elimination of the effects of past and present discrimination, intended or unintended, Agency Directors and Administrators shall:
  - a. Provide ongoing leadership in implementing agency's affirmative action plan;
  - b. Include affirmative action and diversity responsibilities in executive and/or management job descriptions, as appropriate, on or before January 31, 2009;
  - c. Ensure that Affirmative Action Representatives attend GAAO's informational trainings to assist Representatives in fulfilling their affirmative action responsibilities;





**EXECUTIVE ORDER NO. 08-18**  
**PAGE TWO**

- d. Post each agency's affirmative action policy statement in a visible area. The policy statement shall include contact information for the agency's Affirmative Action Representative;
- e. Communicate to all employees about the Affirmative Action resources available within each agency and the important role of Affirmative Action Representatives in responding to employees' concerns of discrimination in the areas of hiring, retention, promotion and career development;
- f. Evaluate and assess any trends showing an increase or decrease in discrimination and/or harassment claims; and
- g. Work to improve implementation of the agency's affirmative action plan through the use of performance assessments and/or performance evaluations.

3. Under ORS 659A.012, state agencies are "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." Periodically, DAS shall conduct audits of agencies to determine whether management personnel are being evaluated based on effectiveness in achieving affirmative action objectives. Results of this audit shall be provided to GAAO.

4. GAAO will continue to coordinate with DAS in the development and presentation of training designed to improve employees' skills and competency in managing affirmative action and diversity issues.

5. GAAO will continue to monitor agencies' implementation of Cultural Competency Assessment and Implementation Services. Agency Directors and Administrators are strongly encouraged to utilize Cultural Competency Assessment and Implementation Services within their agencies if, in the opinion of GAAO and the Agency Director or Administrator, it is beneficial and appropriate for the agencies to do so.

6. DAS, in conjunction with GAAO and the Oregon Department of Justice, has developed a confidential web-based exit interview survey tool. Agency Directors and Administrators shall allow employees to utilize state equipment to access the Exit Interview survey and shall encourage all employees to complete the survey prior to their transfer or departure.

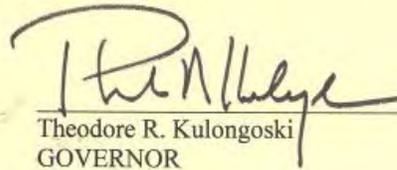


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PAGE THREE

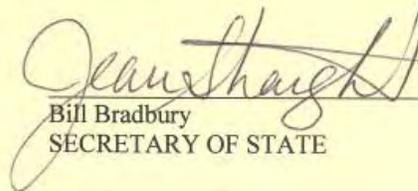
7. This Executive Order and Executive Order 05-01 expire on December 31, 2014.

Done at Salem, Oregon, this 19<sup>th</sup> day of August, 2008.



  
Theodore R. Kulongoski  
GOVERNOR

ATTEST:

  
Bill Bradbury  
SECRETARY OF STATE

## **APPENDIX B: Oregon Revised Statutes Pertaining to Affirmative Action**

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**ORS 243.305 Policy of affirmative action and fair and equal employment opportunities and advancement.** (1) It is declared to be the public policy of Oregon that all branches of state government shall be leaders among employing entities within the state in providing to its citizens and employees, through a program of affirmative action, fair and equal opportunities for employment and advancement in programs and services and in the awarding of contracts.

(2) “Affirmative action” means a method of eliminating the effects of past and present discrimination, intended or unintended, on the basis of race, religion, national origin, age, sex, marital status or physical or mental disabilities. [1975 c.529 §1; 1981 c.436 §1; 1989 c.224 §35]

**ORS 243.315 Director of Affirmative Action; duties; appointment; confirmation; legislative and judicial branches to monitor own programs.** (1) There is hereby created in the office of the Governor the position of Director of Affirmative Action. The primary duty of the occupant of this position shall be to direct and monitor affirmative action programs in all state agencies to implement the public policy stated in ORS 243.305. The director shall be appointed by the Governor, subject to confirmation by the Senate pursuant to section 4, Article III of the Oregon Constitution.

(2) The legislative and judicial branches shall each select a person to monitor the effectiveness of the branches’ affirmative action programs. [1975 c.529 §2; 1981 c.436 §2]

**ORS 659A.012 State agencies to carry out policy against discrimination in employment; evaluation of supervisors; affirmative action reports.** (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 supervisors performance.

(2) 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, age or disability, every state agency shall be required to present the affirmative action objectives and performance of that agency of the current biennium and those for the following biennium to the Governor of the State of Oregon and to the Legislative Assembly. These plans shall be reviewed as part of the budget review process. [Formerly 659.025]

## APPENDIX C: Governor's Proclamations Pertaining to Diverse Communities

### 2011

| Month  | Proclamation                                    |
|--|---|
| July   | Americans with Disabilities Act Awareness Month |
| August 26 <sup>th</sup>                              | Women's Equality Day                            |
| September  | Hispanic Heritage Month                         |
| September 27 <sup>th</sup> - October 1 <sup>st</sup> | Minority Enterprise Development Week            |
| October  | Civil Rights Month                              |
| October  | National Disability Employment Awareness Month  |
| November   | National American Indian Heritage Month         |
| November   | Hire A Veteran Month                            |
| December 10 <sup>th</sup>                            | Human Rights Day                                |

### 2012

| Month                       | Proclamation                                     |
|-----------------------------|--|
| January 13th                | Korean American Day                              |
| January 16th                | Rev. Dr. Martin Luther King, Jr. Remembrance Day |
| January 23rd                | Chinese New Year                                 |
| January 23rd                | Vietnamese New Year/Year of the Dragon           |
| February                    | African American Heritage Month                  |
| March                       | Women's History Month                            |
| May                         | Asian Pacific American Heritage Month            |
| June 19th                   | Juneteenth Independence Day                      |
| July                        | Americans with Disabilities Act Awareness Month  |
| July                        | Disability Employment Awareness Month            |
| August 26th                 | Women's Equality Day                             |
| September                   | Hispanic Heritage Month                          |
| September 26th -October 3rd | Minority Enterprise Development Week             |
| October                     | Civil Rights Month                               |
| November                    | Native American Heritage Month                   |
| November                    | Hire A Veteran Month                             |
| December 1st                | Rosa Parks Day                                   |
| December 10th               | Human Rights Day                                 |

# APPENDIX D: 10-Point Recruitment Plan for Community Engagement

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DRAFT  
State of Oregon

## Diversity & Inclusion 10-Point Recruitment & Placement Checklist

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1. Review Position Vacancy & “Time to Fill Timeline” for Diversity & Inclusion
2. Review Position for Agency/Statewide Promotion or Open Competitive for Diversity & Inclusion
3. Review Position Description for Diversity & Inclusion
  - ✓ Position Objectives & Outcomes
  - ✓ Knowledge, Skills, Aptitudes
  - ✓ Class & Compensation Plan
  - ✓ Diversity & Inclusion Statement within position description
4. Review Job Announcement for Diversity & Inclusion
  - ✓ Accurate depiction of position description in relationship to objectives & outcomes
  - ✓ Diversity & Inclusion Statement within Job Announcement
  - ✓ Define & Execute Job Announcement Communication/Outreach Strategy
5. Review Candidate Pool and Manage Data Set throughout opening for Diversity & Inclusion
6. Evaluate Closing of Recruitment based on Diversity & Inclusion Steps and Results
7. Develop Interview Questions that address Diversity & Inclusion
8. Develop hiring panels that model Diversity & Inclusion Objectives
9. Develop a reference question that addresses Diversity & Inclusion
10. New Employee Orientation includes Agency Diversity & Inclusion Philosophy Discussion

An Executive Summary - including challenges, lessons learned and steps for moving forward - of outlined process must be incorporated into your biennial Affirmative Action Reports.

## APPENDIX E: 10-Point Community Engagement Strategy for Policy Advisors

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### Governor Policy Advisor 10-Point Community Outreach/Engagement Strategy

#### “Developing a Diversity & Inclusion Lens”

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**D&I Definition:** Diversity is the Mix (Noun), Inclusion Is Getting the Mix to Work (Verb); Tapia, 2010

**Exclusion:** The Antithesis of Inclusion - A powerful action that leads to alienation, marginalization and disenfranchisement and shapes the lens of communities that are historically underrepresented in society.

**Social Press:** Issues of importance pertaining to demographics that influence and change overall public opinion. In this case and for this document, communities of color is a segment of Oregon’s population that now make-up 28%.

**How to Include Them Is Critical As We Build Out and Implement Our Policy Agenda:** This involves building a base of trusted confidants from beginning to end, through the use of consistent and intentional outreach & communication actions by “finding common ground” and the use of “telling story.”

- 1.) **Inventory** - Who’s In Your Inner Circle? Who’s Excluded from Your Inner Circle? Why?
- 2.) **Expand** - Your Inner Circle based on Self-Evaluation. If you have none, start with those you have recently appointed to the specific boards and commissions that fall within your policy area. Also review if there are professionals of color in leadership positions within your policy area/portfolio at the agency level and meet with them for consideration. All these folks are “boots on the ground” and potential surrogates for you and the Governor.
- 3.) **Communicate** - Meet with your newly defined Inner Circle periodically and on an as needed basis so that you have your “hand on the ball” and are in step with this rapidly growing population segment of Oregon. Develop a strategy for public input and engagement.
- 4.) **Recognize** - Some of the policy areas are overlapping and that many people from historically underrepresented communities were “multiple hats” because this population has been so small in Oregon. Where can you partner with your fellow policy advisor? Also recognize that one person “doesn’t speak for the community (so we shouldn’t be going to the same person every time),” “that they all don’t get along,” just like in the white culture; and because of

generational/demographic shifts, this is a contentious time in the struggle/battle for building community leadership and “who has power.”

- 5.) **Linking Key Themes/Issues** - Identify, list and map out the key themes/issues and connect them back to your policy area/portfolio.
- 6.) **Reviewing Key Themes/Issues** - And vet with your Inner Circle for clarification and confirmation.
- 7.) **Reviewing Key Themes/Issues** - And vet with your fellow policy advisors, especially Director, Diversity & Inclusion & Director of Economic & Business Equity.
- 8.) **Reviewing Key Themes/Issues** - And vet with Chief of Staff.
- 9.) **Reviewing Key Themes/Issues** - And vet with the Governor. Demonstrate how you’ve incorporated key issues/themes into the creation and implementation of the policy agenda.
- 10.) **Define/Measure Results & Accountability** - Develop metrics (quantitative & qualitative) based on this process and incorporate this “Diversity & Inclusion Lens” as overlay into any annual or biennial reports you produce, especially those reports that call out Affirmative Action, Equality, Access & Equity, Civil Rights, Representative, Responsiveness, Effectiveness, etc. within your policy area/portfolio.

## APPENDIX F: Moving the Needle Presentation By Frank Garcia, Jr.

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# Moving the Needle Forward: Diversity & Inclusion, Affirmative Action – Complimentary Concepts

OSFA Annual Conference  
May 7, 2013

Frank Garcia, Jr. MA  
Sr. Policy Advisor, Director, Diversity & Inclusion,  
Affirmative Action, Office of the Governor, John Kitzhaber  
(503) 986-6543 frank.garcia@state.or.us

## Agenda

1. Group Exercise
2. Affirmative Action, Diversity & Inclusion & Demographics
3. The "Social Press"
4. Applying Diversity & Inclusion
5. Group Exercise
6. Perspective, Examples and Results from the Governor's Office
7. Cultural Competency & Community Resources
8. Q&A

## Group Exercise

### Workplace Exclusion



## Some Questions To Ask?

- How do you describe Affirmative Action?
- How do you describe Diversity?
- How do you describe Inclusion?
- Are these concepts important to you and your organization? How do you know?



## Affirmative Action

- Associated Terms
  - Compliance, Equal Employment Opportunity, Equality
  - Federal Law
  - Regulatory
  - Administrative
  - Accountability
  - Head Counts
  - Minimums
  - Reactive
  - Set-Asides, Handouts
  - Symbolism
  - Check the Box/"One and Done"
  - Ultimately, something ***you have*** to do!

## Diversity & Inclusion

- Associated Terms
  - Problem Solving
  - Helpfulness & Resourcefulness
  - Organizational Development
  - Innovation, Creativity
  - Leveraging, Leadership
  - Competitive Edge & Prosperity
  - Equity, Empowerment
  - Pro-Active, Relevance
  - Value Added Outcomes
  - Ultimately, something ***you want*** to do!

# Affirmative Action/Diversity & Inclusion

- **Affirmative Action = “Us vs. Them”**
  - “All the good that is Affirmative Action gets usurped by Us vs. Them.”
    - Ted Childs, SHRM Annual Diversity Conference, 2010
  
- **Diversity & Inclusion = “Value Added”**
  - “Diversity is the Mix; Inclusion is getting the mix to work.”
    - Andres Tapia, SHRM Annual Diversity Conference, 2010

## Building A Comprehensive Diversity Program:



## Workforce Diversity

- **"To celebrate diversity is to appreciate and value individual differences.** SHRM strives to be the leader in promoting workplace diversity. Although the term is often used to refer to differences based on ethnicity, gender, age, religion, disability, national origin and sexual orientation, diversity encompasses an infinite range of individuals' unique characteristics and experiences, including communication styles, physical characteristics such as height and weight, and speed of learning and comprehension."
  - Society for Human Resource Management
- Diversity – "Frank's Definition"
  - **All of us in this room**
  - We all bring a unique set of skill sets, experiences and perspectives;
  - And they should be leveraged for the improvement of the system/profession and one's own personal/professional development.
  - Problem solving for the advantage of the organization & customers

## Changes in Population - USA

|                   | 1995  |                   | 2050 |
|-------------------|-------|-------------------|------|
| ■ White           | 73.6% | ■ White           | 44%  |
| ■ Black           | 12.0% | ■ Black           | 15%  |
| ■ Hispanic/Latino | 10.2% | ■ Hispanic        | 30%  |
| ■ Asian           | 3.3%  | ■ Asian           | 9%   |
| ■ Native American | 0.7%  | ■ Native American | 2%   |

37% of the population today are now Minorities  
 Minorities will be the majority by 2042

Source - U.S Census Bureau

## Oregon Demographic Shifts, 2011

**Racial & Ethnic Minorities, Source: US Census Bureau**

| Region            | 2011 Totals (Estimate) | % of Total Population |
|-------------------|------------------------|-----------------------|
| Oregon            | 847,937                | 21.9%                 |
| Washington County | 165,365                | 30.6%                 |
| Marion County     | 101,401                | 31.8%                 |
| Multnomah County  | 217,677                | 29.9%                 |
| Salem             | 45,779                 | 29.3%                 |
| Woodburn          | 14,980                 | 61.5%                 |

**Race & Ethnicity Statewide Breakouts**

|  |         |      |
|--|---------|------|
| Black                                    | 77,437  | 2%   |
| American Indian/Alaskan Native           | 69,693  | 1.8% |
| Asian                                    | 151,002 | 3.9% |
| Hispanic/Latino                          | 464,623 | 12%  |
| Native Hawaiian & Other Pacific Islander | 15,487  | .04% |
| Two or More Races                        | 131,643 | 3.4% |

## BUYING POWER 2007

- Asian American 459 Billion
- Hispanic 962 Billion
- African American 845 Billion
- Native American 57 Billion
- Multiracial 93 Billion
- Gay and Lesbian 690 Billion
- People w/Disabilities 461 Billion
- Source: Selig Center, University of Georgia, 2007

## Largest Populations – World Rankings (Millions, 2008)

|     |               |         |
|-----|---------------|---------|
| 1.  | China         | 1,336.3 |
| 2.  | India         | 1,186.2 |
| 3.  | United States | 308.2   |
| 4.  | Indonesia     | 234.3   |
| 5.  | Brazil        | 194.2   |
| 6.  | Pakistan      | 167.0   |
| 7.  | Bangladesh    | 161.3   |
| 8.  | Nigeria       | 151.5   |
| 9.  | Russia        | 141.8   |
| 10. | Japan         | 127.9   |

Source: Pocket World In Figures, 2011 Edition; The Economist

## Largest Populations – World Rankings (Millions, 2050)

|     |                |       |
|-----|----------------|-------|
| 1.  | China          | 1,614 |
| 2.  | India          | 1,417 |
| 3.  | United States  | 404   |
| 4.  | Pakistan       | 335   |
| 5.  | Nigeria        | 289   |
| 6.  | Indonesia      | 288   |
| 7.  | Bangladesh     | 222   |
| 8.  | Brazil         | 219   |
| 9.  | Ethiopia       | 174   |
| 10. | Congo-Kinshasa | 148   |

Source: Pocket World In Figures, 2011 Edition; The Economist

## Workforce 2000 & Global Economy

- Prepare to have 7 to 8 jobs in a career
- 40 years with one company are over
- Mergers, Consolidation , Outsourcing & Corporate takeovers
- Retooling our Economy & Domestic Workforce - Manufacturing jobs to go overseas & give way to higher paying service economy jobs
- An economy of communication, words, math, science, research, etc.

## Where will Social Press come from?

- Global & service economy
- Continuous population diversity growth
  - 2042, Minorities the majority
- Increased disparities?
- Societal problems and challenges
- Voter turnout and participation of “unlikely voters”

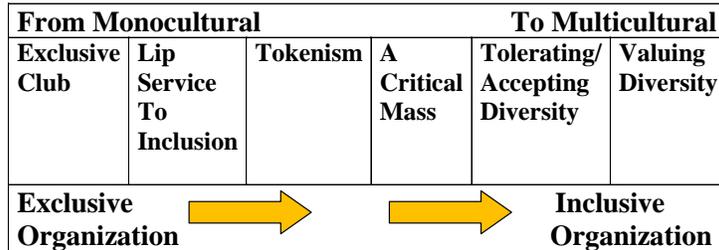
## Some Current Problems We Face

- Consistently high unemployment rates
- There are more poor people today than there were 10 years ago
- Foreclosures through the roof
- How many storefronts are up for lease?
- 1/3 of our Oregon students don't graduate from high school
- 54% of all students of color do not graduate from high school
- 1/3 of the state government is dedicated to the "safety net"
- Multiple counties on discussing bankruptcy
- Fiscal Cliff
- Debt Ceiling
- Immigration Reform

## Put The Head On The Nail

- Examples:
  - "Nova"
  - MGM
  - Dept. of Consumer & Business Services
  - Dept. of Motor Vehicles
  - Secretary of State - Help America Vote Act
  - Office of the Governor

# The Organizational Continuum



Source: Cross, T., Bazron, B., Dennis, K., & Isaacs, M. (1989). *Towards a Culturally Competent System of Care, Vol. 1*

# Oregon State Bar (OSB)

## OSB Mission

- The mission of the Oregon State Bar is to serve justice by promoting respect for the rule of law, by improving the quality of legal services, and by increasing access to justice.

## Values of the Oregon State Bar

- Integrity
- Fairness
- Leadership
- Diversity - The bar is committed to serving and valuing its diverse community, to advancing equality in the justice system, and to removing barriers to that system.
- Promote the Rule of the Law
- Accountability
- Excellence

# Oregon State Bar (OSB)

## Functions of the Oregon State Bar

- We are a regulatory agency providing protection to the public.
- We are a partner with the judicial system.
- We are a professional organization.
- **We are leaders helping lawyers serve a diverse community.**
- We are advocates for access to justice.
- And the bar does this as a “public” corporation – as an instrumentality of the Oregon Supreme Court.

## Diversity Programmatic Goals of the Oregon State Bar

1. **Identify and eliminate barriers to access to justice and high quality legal services for all Oregon residents.**
2. **Develop and maintain cultural competence among members of the Oregon State Bar.**
3. **Develop, attract, and retain Oregon lawyers from underrepresented populations.**
4. **Recruit and retain a diverse workforce and volunteer base for the Oregon State Bar.**

## Diversity Business Case at OHSU

Diversity is fundamental to OHSU’s ability to attract and retain top talent, promote innovation and creativity, flourish in a competitive market, maximize the return on our investment in people and ensure flexibility to thrive.

In short, **diversity is essential to realize our multifaceted mission and to set the example for integrity, compassion and leadership in health care, education, research and community service.**

OHSU Policy 03-05-030



# Diversity Strategic Plan

- Goal 1: Increase Recruitment
- Goal 2: Strengthen Retention
- Goal 3: Improve the Climate of Inclusion
- Goal 4: Build Community Partnerships
- Goal 5: Benchmark for Excellence

OHSU Diversity Action Plan 2013:  
Creating a Community of Diversity  
and Inclusion



## OHSU: Affirmative Action & Equal Opportunity (AAEO) and the Center for Diversity & Inclusion (CDI)

### AAEO

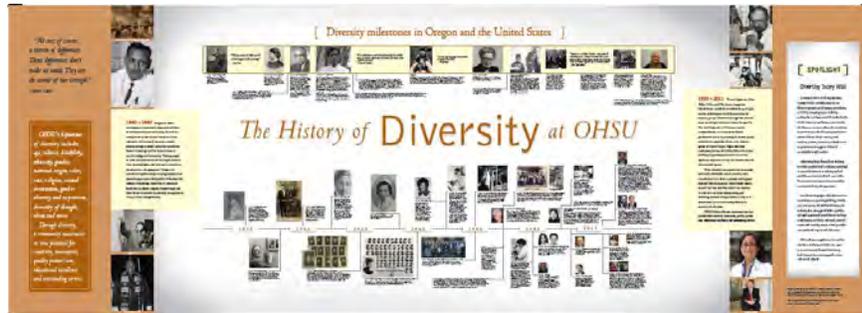
- Affirmative Action Planning
- Advising and Counseling
- Prohibited discrimination grievance procedure for employee, students, patients & volunteers
- Employee ADA Reasonable Accommodation
- Religious Accommodation
- Community Engagement
- Prohibited Discrimination Training
- Co-Chair Diversity Advisory Council (DAC)/ Chair Physical Access Committee (PAC)

### CDI

- Leads Diversity Initiatives
- Diversity Policies & Processes
- Campus Diversity Resources
- Cultural Competency Lecture Series
- Community Engagement & Partnerships
- Employee Resource Groups
- Diversity Programs & Events
- Diversity Grant Support
- Pipeline Programs-Workforce Development
- Academic Advising
- Communication (Calendar, Website, Diversity Wall)
- Recruitment & Retention Strategies
- Student Reasonable Accommodation
- Co-Chair Diversity Advisory Council (DAC)



## OHSU Diversity & Inclusion Wall



[Diversity Wall Website](#)



## Group Exercise

- Know your neighbor & your table



## Governor's Office Perspective

- Our Definition of D&I
- Governor's D&I Agency Head Kitchen Cabinet
- D&I Community Outreach & Engagement Strategy
- Education, Health Care, Jobs/Economy Agenda
- 10-Year Budget Planning
- Business Ethic
- Our Results To Date

## Cultural Competence

- Cultural competence goes beyond respecting difference. Cultural competency means first understanding where, how, and why culture matters.
- Cultural competence is not merely applying general stereotypes to a group but rather learning about cultural influences and applying that knowledge.
- Gaining cultural competency is a lifetime process influenced by our experiences.

## Multicultural Data

- Our nation's population of children under 5 is 50 percent minority today.
- Women make up nearly half of today's labor force (47%).
- Gay and transgender workers make up 6% of today's workforce.
- In the United States, 49 cities have at least 100,000 people, and the ethnic minority population is the majority of that city.
- People with disabilities continue to be the most underutilized and underemployed population w/an unemployment rate of 15%
- In the United States Senate, there are 101 women, 12 Asian-Americans, 43 African-Americans, 31 Latinos, and 7 openly gay or bisexual members
- According to Dun & Bradstreet, there are 1,800 businesses in America that are owned by women or minorities that have 100 or more employees or generate \$20 million in annual revenue.

■ Source: Diversity: Why We're Not Nearly There Yet, ASSOCIATIONS NOW, August 2007  
Bureau of Labor Statistics, 2012

## Multicultural Perspectives

- Minorities in the United States share a like experience of "being different"
  - Not being from there or from here, but straddling at least two cultures
- Marginalization, then emergence,
  - shapes unique characteristics of the cultures that compose the multicultural marketplace
- Non-Hispanic Whites used to being the "mainstream"
  - are feeling marginalized and that creates a defensive reaction

## Multicultural Emerging Issues

- Unsolved "people" issues has been joined by other "people-important" issues, i.e., education, age, faith, language, work-life balance, poverty.
- 69 countries now have some form of workforce diversity legislation. Defining expectations of corporate conduct.
- Children around the world speak their native language and English.
- Global marketplace nudging USA to recognize the importance of mastering a second language before completion of a high school education.
- Talent and customers...Where are they coming from?
- Role reversal - products & services now adapting to clients
- Source: Diversity: Why We're Not Nearly There Yet, ASSOCIATIONS NOW, August 2007

## When Language Is A Barrier

- Failure to speak the same language or have an adequate interpreter may lead to:
  - Family members serving as interpreters, sacrificing client privacy
  - Service providers not understanding the customers needs and goals
  - Customers not understanding their options
  - Service providers unable to explain matters to the extent necessary for the customer to make informed decisions
  - Customer unable to participate effectively in the process
  - Misunderstanding can foster distrust in the system
  - Lawsuits

## Increasing Cultural Competence

- When making recruitment, placement, retention and promotion decisions, the office staff and organizational entity need to reflect the communities they do business with and serve.
- Participating in community events fosters trust and open communication.
- Recognize and understand your own culture and belief systems. Our own culture influences the way that we see the cultures of others.
- Recognize and understand your own "corporate culture."

## Community Resources

- Develop an Outreach /Community Engagement Plan
  - Partner w/Minority Chambers
  - Partner w/Minority/Diversity Media
  - Partner w/Minority Trade Groups
  - Partner w/Sister-City Associations
  - Partner w/Community Based Organizations/Leaders
  - Partner w/Other Diversity Professional Associations in your community

## Community Resources

- Develop an Outreach /Community Engagement Plan
  - Partner w/Minority Chambers
  - Partner w/Minority/Diversity Media
  - Partner w/Minority Trade Groups
  - Partner w/Sister-City Associations
  - Partner w/Community Based Organizations/Leaders
  - Partner w/Other Diversity Professional Associations in your community

## Diversity & Inclusion Positives

- Problem Solving, Innovation, Creativity
- Pro-active
- Value Added Outcomes
- Profitability, Competitive Edge, Marketplace Savvy, Business Ethic
- Customer Service & Cultural Competence Advancement
- Recruitment, Placement, Retention & Promotion
- Improved Employee Morale
- Teamwork Advancement
- Public Confidence & Trust
- Enlightenment

## Embrace "Life Long Learning"

*"Diversity is not a destination but a journey"*

– Source: ABA Diversity In the Legal Profession , The Next Steps Report, pp. 31, 2009-2010



## My Goal as the Chief Diversity Officer

- Work Myself Out of a Job
- Make a Compelling Case
- Create a Sense of Urgency
- Foster A Sense of Ownership



**¡MIL GRACIAS!**

**Moving the needle forward: Diversity and  
Inclusion, Affirmative Action -  
Complimentary Concepts**

Frank Garcia Jr., M.A.  
Sr. Policy Advisor, Director, Diversity & Inclusion,  
Affirmative Action

(503) 986-6543

[frank.garcia@state.or.us](mailto:frank.garcia@state.or.us)

## **APPENDIX G: Consultation and Technical Assistance Provided to Oregon Department of Parks and Recreation and Oregon Forestry Department**

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January 12, 2012 Meeting with Parks and Recreation, Oregon Forestry Department

Present: Frank Garcia, Bill Tolbert, Jill Nishball, Kate Schutt, Jim (OFD), Jimmy (OPRD).

Purpose of meeting was to address the question of finding ways to fashion programs like “Let’s Go Camping” to better serve demographic groups that aren’t camping in our parks much. There is currently an outreach to Russian-speaking communities. Discuss ways to develop strategies for a similar outreach for other underrepresented groups.

The OPRD Let’s Go Camping plan was started in 1997. In 2009 there were 8 events held and this year they have 17 events scheduled. The basic idea is for \$20.00 fee, first-timers get an introduction to camping. They partnered with someone from the Portland State University Russian Program to do an outreach to the local Russian immigrant population.

Strategies to achieve broader outreach:

- Establish contacts with more underrepresented communities.
- Develop targeted outreach through understanding which methods lead to desired outcomes.
- Explore ways to drive more traffic to the OPRD website.
- Increased attendance at culturally relevant events, increased awareness of cultural events.
- Develop activities that are culturally specific such as “Dutch oven” foods that are of Russian origin.
- Inclusion in the D & I email blast.
- Review imagery on website to include more diverse images of people.
- Contact “Let’s Go Camping” sponsor REI to connect with their recently hired Diversity Director. (I will forward contact information).
- Look into cultural competence training for staff.
- Discover ways to tie volunteers’ skills to lead to job opportunities with OPRD.

### **Oregon Forestry Department**

Jim, from the Tillamook Forest Center represented his agency. He took a number of the strategies listed above to apply his agency and their overall goals regarding diversity and inclusion.

Specific strategies for OFD outreach:

- Understanding what were some of the factors impacting recently observed increased usage of parks space by Hispanic community members.
- Examining what is driving the success of Federal programs related to increased diversity.
- Better utilization of the D & I email blast as a tool for outreach and connecting with underrepresented communities.
- Way to attract more diverse candidates for positions on the State Forest Advisory Committee (connect with Kendall Clawson).
- Explore free or low cost option to diversity outreach and recruitment opportunities; to move from the pattern of returning to the same pool for open position recruitment.
- (Not discussed) Looking at Urban Forestry Program and Arbor Day activities for increased outreach opportunities.

## APPENDIX H: Diversity & Inclusion Toolbox

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### Building Your Toolbox for Diversity & Inclusion

#### Organizations/Online Resources

- **American Association for Affirmative Action (AAAA)** [www.affirmativeaction.org](http://www.affirmativeaction.org) - The AAAA is a national not-for-profit association of professionals working in the areas of affirmative action, equal opportunity, and diversity. The organization promotes the understanding and advocacy of affirmative action to enhance access and equality in employment, economic and educational opportunities.
- **American Institute for Managing Diversity** [www.aimd.org](http://www.aimd.org) - Articles and links to publications written by diversity leaders.
- **Basic Diversity** [www.basicdiversity.com](http://www.basicdiversity.com) - website contains links to some free resources.
- **Colors of Influence** <http://www.colorsofinfluence.com> - By sharing success stories and highlighting the contributions of people of color in business and civic life, *Colors of Influence* online magazine creates a forum for communities of color to share their knowledge and accomplishments with business and community partners.
- **Diversity, Inc. Magazine** <http://www.diversityinc.com> - This magazine is a great resource tool for information on diversity issues, affirmative action and what corporations nationally are doing to enhance diversity in their environment.
- **Equal Employment Opportunity Commission** [www.eeotraining.eeoc.gov](http://www.eeotraining.eeoc.gov) - seminars, training and webinars; some can be tailored for state agencies.
- **Intercultural Communication Institute** [www.intercultural.org/books.php#diversity](http://www.intercultural.org/books.php#diversity) - a site with a list of books related to Diversity and Inclusion, and other intercultural/multicultural topics
- **Multicultural Advantage** [www.multiculturaladvantage.com](http://www.multiculturaladvantage.com) - Website with global articles, reference material resources, and events.
- **National Multicultural Institute** [www.nmci.org](http://www.nmci.org) - Access and links to philosophies related to diversity and the workplace.
- **Native Network** <http://www.nayapdx.org/events/native-network.php> - The Native Network is a twice-monthly publication which contains a listing of community events and resources in the Native American Communities.
- **NW EEO/Affirmative Action Association** - [www.NWEEO.org](http://www.NWEEO.org) - educational seminars, job postings, information links.
- **Oregon State Hispanic Employee Network (OSHEN)** - The mission of OSHEN is to promote the development and advancement of Hispanics in Oregon state government and to enhance workforce diversity through recruitment, skill

development and training, network/mentorship opportunities, cultural programming, community service, and information referral. Contact Jennifer Lara, President [Jennifer.C.Lara@das.state.or.us](mailto:Jennifer.C.Lara@das.state.or.us) or Adele O’Neal at [Adele.J.Oneal@state.or.us](mailto:Adele.J.Oneal@state.or.us).

- **Oregon State University Extension Services** - Cultural Diversity Trainings. Contact Prof. Dan McGrath: [daniel.mcgrath@oregonstate.edu](mailto:daniel.mcgrath@oregonstate.edu).
- **Partners in Diversity** [www.PartnersinDiversity.org](http://www.PartnersinDiversity.org) - Partners in Diversity works to help companies recruit, support, and retain professionals of color to Oregon and SW Washington. Hosts local morning and evening events for networking, relevant diversity topics discussion, job postings.
- **P.A.U.S.E. Training** - “P.A.U.S.E. is a process that infuses a “diversity lens” into everyday decision-making. So often, staff are expected to go so fast that errors happen with unintended consequences for vulnerable communities. Developed by Jason Mak, Diversity and Inclusion Manager at the Oregon Department of Human Services (DHS), P.A.U.S.E. makes us intentional about creating inclusive outcomes. Used correctly, P.A.U.S.E. can lead to enormous dividends for work teams and the delivery of quality services for all of our clients.” Contact: Jason Mak at [jason.d.mak@state.or.us](mailto:jason.d.mak@state.or.us).
- **Prism Diversity** [www.prismdiversity.com](http://www.prismdiversity.com) - Website with links to diversity related topics. Click on the “Resource Center” tab at top of homepage and go to “articles” subheading.
- **Portland Human Resources Management Association** [www.Portlandhrma.org](http://www.Portlandhrma.org) - Portland area HR group with seminars, workshops, resources.
- **Society for Human Resources Management** [www.SHRM.ORG](http://www.SHRM.ORG). Membership is \$170.00; however, some articles are available for non-members to view. Click on the “HR Disciplines” tab and select “diversity” from the drop down list.

**Diversity Training Video Resources**

- [www.trainingabc.com/Diversity](http://www.trainingabc.com/Diversity)
- [www.media-partners.com/Diversity](http://www.media-partners.com/Diversity)
- [www.atsmedia.com](http://www.atsmedia.com) - Diversity ; “Village of 100” video

**Events/Conferences/Networking Opportunities**

- |   |          |
|---|----------|
| • PHRMA Diversity and Inclusion Workshop          | Portland |
| • Say Hey NW!                                     | Portland |
| • Statewide Diversity Conference                  | Salem    |
| • SHRM Diversity and Inclusion Conference         | D.C.     |
| • Annual NW Public Employees Diversity Conference | Portland |

## APPENDIX I: Status of Agencies' Affirmative Action Plans 2013-2015

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### Approved

1. Accountancy, Board of
2. Administrative Services, Department of
3. Agriculture, Department of
4. Aviation, Department of
5. Blind, Commission for the
6. Business Oregon
7. Chiropractic Examiners, Board of
8. Community Colleges & Workforce Development, Department of
9. Construction Contractors, Board
10. Consumer & Business Services, Department of
11. Corrections, Department of
12. Criminal Justice Commission
13. Dentistry, Board of
14. Education, Department of
15. Employment Department
16. Employment Relations Board
17. Energy, Department of
18. Environmental Quality, Department of
19. Ethics Commission, Government
20. Fish and Wildlife, Department of
21. Forestry, Department of
22. Geology and Mineral Industries, Department of
23. Health Authority, Oregon
24. Health Licensing Agency, Oregon
25. Housing & Community Services, Department of
26. Human Services, Department of
27. Justice, Department of
28. Labor and Industries, Bureau of
29. Land Conservation & Development, Department of
30. Land Use Board of Appeals
31. Lands, Department of State
32. Library, Oregon State
33. Licensed Social Workers, Board of
34. Liquor Control Commission, Oregon
35. Long-Term Care Ombudsmen, Office of the
36. Lottery, Oregon
37. Marine Board, State
38. Massage Therapists, Board of
39. Medical Board, Oregon
40. Medical Imaging, Board of
41. Military, Department
42. Mortuary and Cemetery, Board of

43. Naturopathic Medicine, Board of
44. Nursing, Board of
45. Occupational Therapy Licensing Board
46. Parks and Recreation, Department
47. Parole and Post-Prison Supervision, Board of
48. Pharmacy, Board of
49. Physical Therapy Licensing Board
50. Police, Oregon State
51. Professional Counselors & Therapists, Board of Licensed
52. Psychiatric Security Review Board
53. Psychologist Examiners, State Board of
54. Public Employees Retirement System
55. Public Safety Standards & Training, Department of
56. Public Utility Commission
57. Racing Commission
58. Real Estate Agency
59. Revenue, Department of
60. Secretary of State
61. Speech Pathology & Audiology, Board of
62. Student Access Commission
63. Tax Practitioners, Board of
64. Teacher Standards & Practices Commission
65. Transportation, Department of
66. University System
67. Veterans Affairs, Department of
68. Veterinary Board
69. Water Resources Department
70. Watershed Enhancement Board
71. Youth Authority, Oregon



**Governor's Office of Diversity & Inclusion/**  
Affirmative Action

255 Capitol Street NE, Suite 126  
Salem, Oregon 97301

Tel: 503-986-6524  
Fax: 503-378-3225

[www.oregon.gov](http://www.oregon.gov)

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UNFINISHED  
BUSINESS  
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RULES

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# CORRESPONDENCE

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RECEIVED

AUG 01 2013

Oregon Board  
of Dentistry

Ryan J. Hughes, D.D.S., M.S.

July 31, 2013

Oregon Board of Dentistry  
1600 SW 4th Ave  
Portland, OR 97201  
971.673.3200

Dear President Hongo:

When the new anesthesia rules (818-026-0020) were initially proposed several months ago, I was in favor of all of the changes. Capnography and limiting narcotics/benzodiazepines to young children all seemed to move Oregon's standard of anesthesia care in the safest direction. My understanding was that, once the proposed rules had passed a full board vote, I would apply to reinstate my moderate sedation that I obtained in 2002 after earning my Masters and Certificate in Pediatric Dentistry from University of Iowa. After speaking with board staff, it became apparent that the route to reinstating a moderate sedation permit has already been defined. I either must re-take 60 hours of live patient and didactic CE, as if I have never completed my pediatric residency or request a consideration for previous experience and training. My pediatric training in Iowa included over 300 personally managed moderate sedation procedures performed on children as well as a separate accreditation-mandated operating room anesthesia rotation where I managed general anesthesia cases at University of Iowa Children's Hospital.

The alternate pathway described is as follows:

*818-026-0060 (C) :In lieu of these requirements, the Board may accept equivalent training or experience in moderate sedation permit.*

My sedation permit changed from moderate to mild because, as a practitioner I found the children I was treating were either best treated with a small dose of benzodiazepine (Valium) or I treat the patients at Emanuel Children's Hospital, where I have been on staff since 2002. In other words, I planned to stay with this treatment modality (Mild in-office sedation) and did not plan to use deeper sedation in an office setting. I do not intend to change the way I sedate children or practice dentistry, but the current rules do not allow me to treat children under 6 years of age with this modality. As a pediatric specialist, this is one of the more commonly-referred age groups from adult dental offices.



Ryan J. Hughes, D.D.S., M.S.

I would be happy to take any additional CE but the courses offered that meet this requirement all appear to cost approximately \$15,000. In addition, all the courses are operated by either oral surgeons or periodontists and none are pediatric-based. Since I administer my sedations with Valium for no charge, it is not economically viable for me to close the office for two weeks and pay this amount especially given the fact that the courses are offered by clinicians who routinely do not sedate 5 year olds. As any anesthesiologist would tell you, children's airway and metabolism are not just that of 'small adults.' Despite it not being required for Oregon's mild sedation permit, I have continued to take the AHA's Pediatric Advanced Life Support course every two years as required by moderate sedation permit holders. I consider PALS not only helpful for those of us who sedate children at any level but especially prudent to keep myself updated in order to properly manage pediatric emergencies that even occur during routine operative procedures.

I would like to request that the board reinstate my moderate sedation permit by considering my training and experience in this modality and thereby allowing me to continue to utilize benzodiazepines to aid in providing dental care for younger patients. I will be attending the board meeting on August 16th and look forward to answering any questions regarding this request.

Thank you very much for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Hughes", written over a horizontal line.

Ryan Hughes DDS, MS

July 11, 2013

To: Dental Care Organizations

Re: Use of silver compounds in dentistry

This past January the Health Evidence Review Commission (HERC) included the topic of silver compounds in dentistry at their January 2013 meeting. The HERC Value-based Benefits Subcommittee's review of the evidence on the use of silver compounds (specifically silver diamine fluoride), and the public testimony about the pros and cons of the use of silver nitrate plus fluoride varnish for arresting dental caries was considered.

The HERC summary stated: "There is evidence in resource-poor countries that silver diamine fluoride is effective at preventing and arresting caries. However, there is no evidence of the effectiveness of silver nitrate + fluoride varnish which is what would be used in the US (because the FDA has not approved silver diamine fluoride) and there are no US studies of either type of treatment. There are concerns about costs of repeated visits when restoration is still required and there is no data supporting that delayed restoration compared to immediate restoration is beneficial. Cosmetic concerns about permanent black staining in the teeth exist. Although the international studies are promising, no US major dental organizations currently recommend the use of silver compounds. This appears to be an experimental treatment at this time, and more research demonstrating efficacy and safety is required prior to allowing OHP patients to have this procedure done."

HERC has determined they will not add silver treatments to the Prioritized List, and they will add a guideline note on the Prioritized list for dental lines 58, 372, 494, and 621 that states "silver compounds for dental caries prevention and treatment are not included on these or any lines on the Prioritized List for coverage consideration."

Given this, Medical Assistance Programs (MAP) will maintain current policy to not reimburse silver compound treatments for Oregon Health Plan (OHP) clients, both those receiving services through managed care plans and those receiving services through fee-for-service. OHP clients are entitled to receive covered dental services and should not be delayed or prevented from receiving treatment for covered services needed to relieve pain, treat infection and restore teeth.

MAP's decision is consistent with Prioritized List and the following Oregon Administrative Rules (OAR):

- OAR 410-123-1000(3)(f): The Division shall only reimburse for dental services that are dentally appropriate as defined in OAR 410-123-1060.
- OAR 410-123-1060(9): Dentally appropriate - in accordance with OAR 410-141-0000, services that are required for prevention, diagnosis or treatment of a dental condition and that are:
  - Consistent with the symptoms of a dental condition or treatment of a dental condition;
  - Appropriate with regard to standards of good dental practice and generally recognized by the relevant scientific community, evidence-based medicine and professional standards of care as effective;
  - Not solely for the convenience of a OHP member or a provider of the service; and
  - The most cost effective of the alternative levels of dental services that can be safely provided to a Division member.
- OAR 410-123-1260(1)(a)(A)(ii) – This rule indicates that early and periodic, screening, diagnosis and treatment (EPSDT) requirements under Code of Federal Regulations, which state Medicaid agencies must follow, include dental diagnosis and treatment which is indicated by screening for the relief of pain and infections, restoration of teeth and maintenance of dental health.
- OAR 410-120-1200(2)(j) – This rule further explains that MAP will not make payment for expenses incurred for services that are considered experimental or investigational, including clinical trials and demonstration projects, or which deviate from acceptable and customary standards of medical practice or for which there is insufficient outcome data to indicate efficacy.

Although silver nitrate may be a treatment used by some dental providers outside of OHP coverage, this procedure cannot be the only treatment option offered to the OHP clients and the clients must have the ability to get OHP covered services which are dentally appropriate and that they are entitled to.

Thank you for your assistance. If you have questions, please call Kristi Jacobo at 503-945-6492.

Sincerely,



Judy Mohr Peterson  
Director, Medical Assistance Programs  
Oregon Health Authority

# OTHER ISSUES

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**NEWSLETTERS  
&  
ARTICLES OF  
INTEREST**

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# LICENSE RATIFICATION

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## **16. RATIFICATION OF LICENSES**

As authorized by the Board, licenses to practice dentistry and dental hygiene were issued to applicants who fulfilled all routine licensure requirements. It is recommended the Board ratify issuance of the following licenses. Complete application files will be available for review during the Board meeting.

### **Dental Hygiene**

|       |                                |           |
|-------|--------------------------------|-----------|
| H6483 | KIMBERLY E UPTON, R.D.H.       | 6/19/2013 |
| H6484 | ALLIE M MC EOWEN, R.D.H.       | 6/19/2013 |
| H6485 | MARLEY M WINKELMAN, R.D.H.     | 6/26/2013 |
| H6486 | BRANDY L SENESTRARO, R.D.H.    | 6/26/2013 |
| H6487 | ASHA M LITTLE, R.D.H.          | 6/26/2013 |
| H6488 | ANNEKATHRIN WARTMANN, R.D.H.   | 6/26/2013 |
| H6489 | ANDREA HEDGES, R.D.H.          | 6/26/2013 |
| H6490 | KIMBERLY R HALL, R.D.H.        | 7/8/2013  |
| H6491 | RENEE J LAWSON, R.D.H.         | 7/8/2013  |
| H6492 | PEGGY P JUHASZ, R.D.H.         | 7/8/2013  |
| H6493 | ALYSSA PACKARD, R.D.H.         | 7/8/2013  |
| H6494 | SHANNON T PETRJANOS, R.D.H.    | 7/8/2013  |
| H6495 | MICHELLE N CHAGNON, R.D.H.     | 7/8/2013  |
| H6496 | SHAUNA D SONODA, R.D.H.        | 7/8/2013  |
| H6497 | NEGAR N GARDNER, R.D.H.        | 7/8/2013  |
| H6498 | BAILEY M LAPP, R.D.H.          | 7/8/2013  |
| H6499 | HALEY N O'REAR, R.D.H.         | 7/9/2013  |
| H6500 | CHANDRA L WADE-ROGERS, R.D.H.  | 7/9/2013  |
| H6501 | TIFFANY A MATSUMOTO, R.D.H.    | 7/9/2013  |
| H6502 | SARAH M HAYS, R.D.H.           | 7/9/2013  |
| H6503 | MELINDA R NALDER, R.D.H.       | 7/9/2013  |
| H6504 | LINDSAY P KELLER, R.D.H.       | 7/9/2013  |
| H6505 | AUDREY L LUTES, R.D.H.         | 7/9/2013  |
| H6506 | CASEY L SCROGGINS, R.D.H.      | 7/16/2013 |
| H6507 | SARA A NATHMAN, R.D.H.         | 7/16/2013 |
| H6508 | AMANDA M CAMPBELL, R.D.H.      | 7/16/2013 |
| H6509 | KARLEE R EYTZEN, R.D.H.        | 7/16/2013 |
| H6510 | LILY BURRIS, R.D.H.            | 7/16/2013 |
| H6511 | KATHINA J JUSTICE, R.D.H.      | 7/16/2013 |
| H6512 | LOLEINA D LAPINA, R.D.H.       | 7/16/2013 |
| H6513 | CALLI J CROSLIN, R.D.H.        | 7/16/2013 |
| H6514 | ALYSHA A HELLBUSCH, R.D.H.     | 7/16/2013 |
| H6515 | JACKIE L BERNHARDT, R.D.H.     | 7/16/2013 |
| H6516 | CINDY KIEU, R.D.H.             | 7/17/2013 |
| H6517 | LINDSEY D SALTS, R.D.H.        | 7/22/2013 |
| H6518 | ALYSSA D DURANT, R.D.H.        | 7/29/2013 |
| H6519 | KIM D SALINAS, R.D.H.          | 7/29/2013 |
| H6520 | STEPHANIE L MASON, R.D.H.      | 7/29/2013 |
| H6521 | ERICA L FILIPETTI, R.D.H.      | 7/29/2013 |
| H6522 | JESSICAH M KIRKPATRICK, R.D.H. | 7/29/2013 |
| H6523 | MICHELLE C CLOBES, R.D.H.      | 7/29/2013 |
| H6524 | ALAYNA N GOEBEL, R.D.H.        | 7/29/2013 |
| H6525 | KRISTIN A WEST, R.D.H.         | 7/29/2013 |
| H6526 | LINSAY K MC CULLOUGH, R.D.H.   | 7/29/2013 |
| H6527 | LENA Y GATES, R.D.H.           | 7/29/2013 |
| H6528 | MEGAN M BRIDGEMAN, R.D.H.      | 7/29/2013 |

|       |                                       |           |
|-------|---------------------------------------|-----------|
| H6529 | COURTNEY L MC EOWEN, R.D.H.           | 7/29/2013 |
| H6530 | SARA PRUSZKOWSKI, R.D.H.              | 7/29/2013 |
| H6531 | MICHELLE M EDWARDS, R.D.H.            | 7/30/2013 |
| H6532 | ALYSSA HEMMINGSON, R.D.H.             | 7/30/2013 |
| H6533 | TAMAR DAVIS, R.D.H.                   | 7/30/2013 |
| H6534 | JESSICA A TIMBERLAKE, R.D.H.          | 7/30/2013 |
| H6535 | SIERRA N CORDELL, R.D.H.              | 7/30/2013 |
| H6536 | STEPHANIE M RODRIGUEZ-PUHLMAN, R.D.H. | 7/30/2013 |
| H6537 | ANNA MARIA POSTEUCA, R.D.H.           | 7/30/2013 |
| H6538 | GEN N SAECHAO, R.D.H.                 | 7/30/2013 |
| H6539 | KIM J ZUTAVERN COMBS, R.D.H.          | 7/31/2013 |
| H6540 | DEIDRE E ELLIOTT, R.D.H.              | 7/31/2013 |
| H6541 | SARAH A HUDDLESTON, R.D.H.            | 7/31/2013 |
| H6542 | SNEZHANA V GROZ, R.D.H.               | 7/31/2013 |
| H6543 | DENISE L HOLT, R.D.H.                 | 7/31/2013 |
| H6544 | HEATHER H FOSTER, R.D.H.              | 7/31/2013 |
| H6545 | KYRA N SPEER, R.D.H.                  | 7/31/2013 |
| H6546 | NAYEON KIM, R.D.H.                    | 7/31/2013 |
| H6547 | KATELYNN W YOUNG, R.D.H.              | 7/31/2013 |
| H6548 | JAYME E HAUCK, R.D.H.                 | 7/31/2013 |
| H6549 | HALIE R GEORGE, R.D.H.                | 7/31/2013 |
| H6550 | ALICIA R FRIEDEMANN, R.D.H.           | 7/31/2013 |
| H6551 | KINDEE R RAMIREZ, R.D.H.              | 7/31/2013 |
| H6552 | KELLY R ANSLEY, R.D.H.                | 7/31/2013 |
| H6553 | MELISSA R ABBOTT, R.D.H.              | 7/31/2013 |
| H6554 | CARYN M DASTRUP, R.D.H.               | 7/31/2013 |
| H6555 | JOLEE H MC CARTY, R.D.H.              | 7/31/2013 |
| H6556 | SARA ELIZABETH COATES, R.D.H.         | 7/31/2013 |
| H6557 | ELIZABETH A STEWART, R.D.H.           | 7/31/2013 |
| H6558 | BRITTNEY E AMIEL, R.D.H.              | 7/31/2013 |
| H6559 | SPLAUSHA M HORNE, R.D.H.              | 7/31/2013 |
| H6560 | DENISE OOSTHUIZEN, R.D.H.             | 7/31/2013 |

### DENTISTS

|       |                                  |           |
|-------|----------------------------------|-----------|
| D9877 | JEFFREY A SULITZER, D.M.D.       | 6/19/2013 |
| D9878 | MEGAN L NEVILLS, D.M.D.          | 6/19/2013 |
| D9879 | JAY M SLATER, D.M.D.             | 6/19/2013 |
| D9880 | ROBERT M FROME, D.M.D.           | 6/19/2013 |
| D9881 | YENBA T BUI, D.M.D.              | 6/19/2013 |
| D9882 | PATRICK J CORNING, D.M.D.        | 6/19/2013 |
| D9883 | YOSHIYUKI CHARLIE MURAKI, D.M.D. | 6/19/2013 |
| D9884 | WAYNE K VAN DE GRAAFF, D.D.S.    | 6/19/2013 |
| D9885 | MATTHEW C SCHAPPER, D.M.D.       | 6/19/2013 |
| D9886 | STANLEY E RAMLEY, D.D.S.         | 6/19/2013 |
| D9887 | SARAH E TOWARD, D.D.S.           | 6/26/2013 |
| D9888 | ERIC N ALSTON, D.M.D.            | 6/26/2013 |
| D9889 | MARCY J WATSON, D.D.S.           | 6/26/2013 |
| D9890 | LUCAS B MESDAG, D.M.D.           | 6/26/2013 |
| D9891 | CHELSEA N BARAFF, D.M.D.         | 7/8/2013  |
| D9892 | SUSANNY THENUS, D.M.D.           | 7/8/2013  |
| D9893 | HETALBAHEN TRIVEDI, D.M.D.       | 7/8/2013  |
| D9894 | SHANE L PHILLIPS, D.D.S.         | 7/8/2013  |

|       |                                   |           |
|-------|-----------------------------------|-----------|
| D9895 | RACHAEL M HEYDT, D.D.S.           | 7/16/2013 |
| D9896 | MATTHEW S RYSKALCZYK, D.M.D.      | 7/16/2013 |
| D9897 | DAVID M WILSON, D.M.D.            | 7/16/2013 |
| D9898 | CHRISTOPHER H HILL, D.M.D.        | 7/16/2013 |
| D9899 | TOCHUKWU ONWUACHUSI-OKEKE, D.D.S. | 7/16/2013 |
| D9900 | ERICA J COE, D.M.D.               | 7/16/2013 |
| D9901 | KELLY E GILMORE, D.M.D.           | 7/16/2013 |
| D9902 | QUINN R HUMMEL, D.M.D.            | 7/16/2013 |
| D9903 | JEREMIAH D SHAKESPEAR, D.D.S.     | 7/16/2013 |
| D9904 | JONATHAN E NELSON, D.M.D.         | 7/16/2013 |
| D9905 | ANDREW G PETERSON, D.M.D.         | 7/16/2013 |
| D9906 | JENNIFER L SNARSKIS, D.M.D.       | 7/16/2013 |
| D9907 | GENA VINSKY, D.M.D.               | 7/16/2013 |
| D9908 | MATTHEW J YOUNG, D.M.D.           | 7/16/2013 |
| D9909 | STEPHANIE N NESS, D.M.D.          | 7/16/2013 |
| D9910 | TAYLOR C FOWLES, D.M.D.           | 7/16/2013 |
| D9911 | MATTHEW K CHUNG, D.D.S.           | 7/16/2013 |
| D9912 | VLADIMIR R JOVIC, D.M.D.          | 7/16/2013 |
| D9913 | AMY J TREVOR, D.M.D.              | 7/29/2013 |
| D9914 | CHAD W HARTZELL, D.M.D.           | 7/31/2013 |
| D9915 | AARON HUANG, D.D.S.               | 7/31/2013 |
| D9916 | PETER C DENNIS, D.M.D.            | 7/31/2013 |
| D9917 | JEREMY M STARR, D.D.S.            | 7/31/2013 |
| D9918 | DUSTIN J MC BRIDE, D.M.D.         | 7/31/2013 |
| D9919 | PETER N NGUYEN, D.M.D.            | 7/31/2013 |
| D9920 | CHARLES L KINCAID, D.D.S.         | 7/31/2013 |
| D9921 | CHERYL L SIXKILLER, D.D.S.        | 7/31/2013 |
| D9922 | ALEXANDER W NESS, D.M.D.          | 7/31/2013 |
| D9923 | MILI PATEL, D.D.S.                | 7/31/2013 |
| D9924 | TAMER EL NAGGAR, D.D.S.           | 7/31/2013 |
| D9925 | GEOFFREY W BLATTER, D.M.D.        | 7/31/2013 |
| D9926 | JORDAN D ANDERSON, D.D.S.         | 7/31/2013 |
| D9927 | PRASHANT POPLAI, D.D.S.           | 7/31/2013 |
| D9928 | BRIAN J KITCHELL, D.M.D.          | 7/31/2013 |
| D9929 | NATALYA R RAMSAY, D.M.D.          | 7/31/2013 |
| D9930 | RAYMOND B TUCKER, D.D.S.          | 7/31/2013 |
| D9931 | J. TRAVIS DUFFY, D.M.D.           | 7/31/2013 |
| D9932 | AMANDA N KREMER, D.M.D.           | 7/31/2013 |
| D9933 | ALYSE M DRAKULICH, D.M.D.         | 7/31/2013 |
| D9934 | AMY K ANTHONY, D.M.D.             | 7/31/2013 |
| D9935 | ROXANA SHAHNAVAZ, D.D.S.          | 7/31/2013 |
| D9936 | ROBERT J KOWAL, D.D.S.            | 7/31/2013 |
| D9937 | BRANDON L BIEHLER, D.M.D.         | 7/31/2013 |
| D9938 | DANIEL D EASTMAN, D.D.S.          | 7/31/2013 |
| D9939 | NICOLE M MC KAY, D.M.D.           | 7/31/2013 |
| D9940 | JAMES P DURNIN, D.M.D.            | 8/5/2013  |
| D9941 | NICHOLAS R BACKOWSKI, D.M.D.      | 8/5/2013  |

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