



# OREGON BOARD OF PHARMACY

**Affirmative Action,  
Diversity & Inclusion Plan  
2023-2025**



# Oregon

Tina Kotek, Governor

**Oregon Board of Pharmacy**

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The Oregon Board of Pharmacy prioritizes diversity, equity, and inclusion in its workforce. Therefore, the board is acting with respect to its affirmative action and diversity, equity, and inclusion programs.

The affirmative action plan that follows represents my personal and professional dedication to upholding our commitment to the citizens of Oregon. The plan also represents our commitment to equal opportunity and affirmative action in employment and public service in compliance with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This affirmative action plan has my complete authorization.

**Joseph Schnabel, Pharm.D., R.Ph.**

Executive Director

Oregon Board of Pharmacy

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# Introduction

## Agency

### 1. Overview

The Oregon Board of Pharmacy was created by the Oregon State Legislature in 1891. Today, the board consists of nine members, five members are licensed pharmacists, two are licensed pharmacy technicians and two are representatives of the public. The Governor appoints each member of the board for a term of four years, subject to approval by the State Senate, and they may be reappointed.

The Board of Pharmacy office is in Portland and consists of 23 dedicated staff members who, in addition to supporting the Board, provide services in Licensing, Compliance and Operations.

The Licensing team process license applications and renewals for 33 license categories, including pharmacists, technicians, interns, and multiple types of drug outlets (retail, institutional, nonprescription, wholesaler, manufacturer, and others). The Licensing team manage over 30,000 active licenses.

The Compliance team consists of Compliance Officers, who are all licensed pharmacists with experience in all aspects of pharmacy practice, as well as a support staff of experienced professionals. Pharmacy Compliance Officers conduct inspections of drug outlets to promote public safety and investigate complaints from the public and healthcare personnel. The team works closely with other State and Federal agencies such as the Oregon Health Authority, Drug Enforcement Administration (DEA) and Food and Drug Administration (FDA) to carry out the mission of the board.

The Operations team consists of pharmacists and other professionals who are responsible for compliance with State processes, budget and accounting, rulemaking, records management, personnel management, information technology and public outreach. The agency's 2022-2026 [Strategic Plan](#) summarizes current board values, direction and priorities.

### 2. Mission & Objectives

**Mission:** The Oregon Board of Pharmacy serves to promote and protect public health, safety, and welfare by ensuring high standards in the practice of pharmacy and through effective regulation of the manufacture and distribution of drugs.

### 3. Key Employees

#### **Executive Director**

Joseph Schnabel, Pharm.D., R.Ph.

Executive Director, Oregon Board of Pharmacy

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**The Governor’s Policy Advisor**

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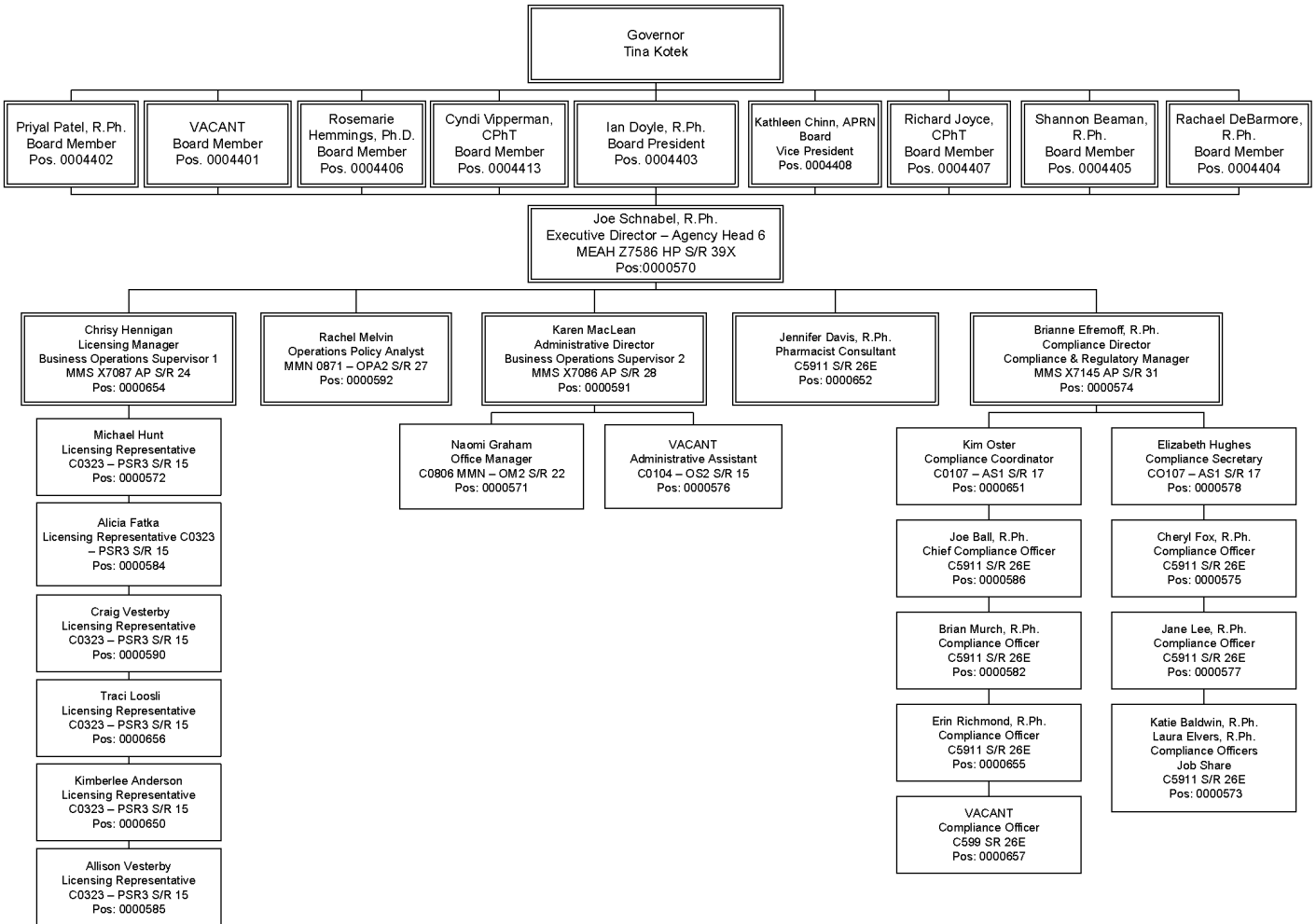
**Affirmative Action Representative**

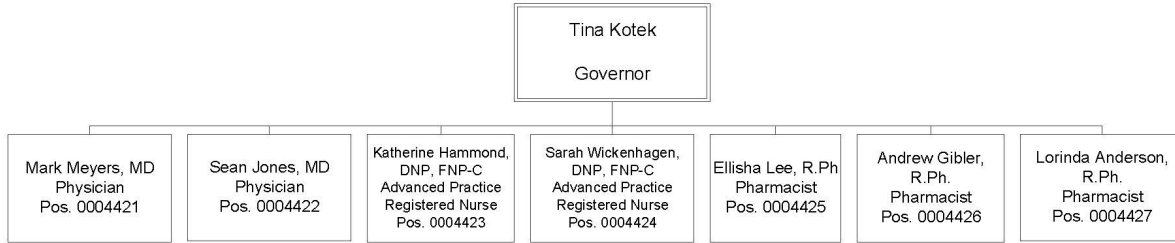
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**4. Organization Chart**





PUBLIC HEALTH AND PHARMACY FORMULARY ADVISORY COMMITTEE  
Established January 1, 2018

Members are appointed by the Governor to make recommendations to the Oregon Board of Pharmacy regarding pharmacist prescriptive authority

# Policies, Roles, and Progress Report

## Affirmative Action Policies

### 1. Agency Affirmative Action Policy

**Statement:**

The Oregon Board of Pharmacy is committed to providing and promoting a respectful, diverse, and inclusive environment for all applicants, employees, vendors, licensees, registrants, and all people who interact with the agency. The Oregon Board of Pharmacy provides equal employment opportunities to all people and prohibits discrimination and harassment of any type without regard to race, color, religion, sex, national origin, age, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, State or local laws.

**Policy:**

All Oregon Board of Pharmacy staff shall adhere to the Affirmative Action Policy and Plan. Management staff shall assure that the intent, as well as the stated requirements are implemented in all employee relationships and personnel practices. All personnel actions of board staff, all licensing actions and disciplinary actions concerning licensees, shall be administered according to this policy. In addition, it is the duty of every employee of the Oregon Board of Pharmacy to create an office environment which is conducive to non-discrimination policies and free of any form of discrimination or harassment. The application of this policy is the individual responsibility of all administrative and supervisory staff, and each shall be evaluated on their performance in achieving Affirmative Action Plan goals. Failure to meet the agency's Affirmative Action standards will be subject to disciplinary actions.

The Affirmative Action Plan is posted on the agency's website, a hard copy is placed in the reception area, as well as in the Executive and Administrative Director's offices. All newly appointed board and committee members, new employees and vendors are provided with the link to the plan and must sign an acknowledgment that they reviewed the policy. All employees shall be advised of the procedure for lodging a formal or in-formal complaint. All staff will be provided with contact information and available resources and will be encouraged to bring all complaints to the attention of the Executive Director.

### 2. Diversity Equity and Inclusion (DEI) - Focused Plans or Policies

The Oregon Board of Pharmacy encourages and supports staff, board, and committee member participation in any educational or experiential programs to further their understanding of diversity, equity, and inclusion issues. The board will continue to actively seek candidates from underrepresented communities to fill staff, board, and committee positions.

### 3. Documentation in Support of the Agency's Affirmative Action Plan

The agency will work collectively to provide equal opportunities for all applicants and staff while continuing to implement and achieve the agency's goals of creating and maintaining a diverse and inclusive environment. The agency believes that current methods utilized have been



effective but realize that the agency's office culture is organic and is influenced by progress and best practices that grow and evolve.

The agency's current best practices in the areas of training, education and professional development continue to be a work in progress. The agency's Affirmative Action Coordinator attends the regular Office of Cultural Change educational workshops related to Diversity, Equity, and Inclusion as they are available & Affirmative Action meetings as often as possible. The agency relies on meeting notes to stay up to date on State practices.

The agency encouraged all staff to participate in the 2021 Diversity, Equity, and Inclusion Conference; the virtual format allowed more people to attend than the in-person conference. Additionally, staff are encouraged to attend the Office of Cultural Change special events reflecting on special recognition months such as the National Asian American and Pacific Islander Heritage Month or Women's History Month which are shared with all Executive Branch employees through the Statewide Announcement from DAS.

At the board's August 2022 board meeting, Natalea Suchy, Pharm D, BCACP presented "Sex, Gender Identity and Terminology", providing an excellent opportunity for open discussion and learning for the board, staff and public attendees relating to rules in development and policy discussion.

We will continue to encourage employees to participate in the offerings as they become available in the spirit of [Executive Order 22-11](#) to further develop a community where equity, diversity and inclusion demonstrates belonging and is evidenced in the makeup of the agency board, staff and committee members.

### RESPONSIBILITIES

#### I. **Employees:**

- a. All new employees are informed during new hire orientation about their rights and responsibilities under the board's Affirmative Action Plan and are required to sign an acknowledgment upon reviewing the current plan/policy.
- b. Staff participate in an annual exercise initiated by the agency Affirmative Action Representative.
- c. Managers attend annual Diversity & Inclusion Conference hosted by the state.
- d. Employees attend events applicable to their program areas related to diversity, equity, and inclusion as they are available.

#### II. **Board Members/Volunteers:**

- a. Newly appointed board members, committee members and existing board members are provided with the link to the current agency Affirmative Action Plan on our website and are required to sign an acknowledgement upon reviewing the plan.
- b. The board includes diversity, equity and inclusion programs at board and committee meetings as specific opportunities arise, particularly in support of

legislative mandates to write rules and policy discussions to support these efforts.

**III. Contractors/Vendors:**

- a. When contracts are established or renewed, all contractors/vendors are provided with the weblink to the agency's current Affirmative Action Plan. New [Executive Order 22-15](#) builds on recommendations from the Racial Justice Council's Procurement and Contracting Equity Workgroup. This executive order replaces previous orders to expand equity in all contracting and procurements by state agencies to embed an equity lens in all aspects of state procurement processes.

In addition to the above, the Oregon Board of Pharmacy has posted a statement on health equity, found on the agency's [website](#). In summary, thirteen national pharmacy associations, including the National Association of Boards of Pharmacy (NABP), have signed a joint statement in support of racial justice. The Oregon Board of Pharmacy fully supports this statement and the agency's goal will be to address health care disparities in impacted communities, educate those licensed by the board on social injustices and systemic bias, and continue to implement and support strategies to address health care disparities. In July 2022, NABP hosted a live webinar the "(un)Conscious Bias: Understanding What You Can(not) See" which was attended by board staff members.

**4. Executive Order 11246 (OFCCP Regulations)**

Please refer to the below link for information on the Office of Federal Contract Compliance Executive Order 11246 – Equal Employment Opportunity.

<https://www.dol.gov/agencies/ofccp/executive-order-11246/ca-11246>

**5. State and Federal Affirmative Action Policies Availability**

The Affirmative Action Plan is posted on the agency's website, a hard copy is placed in the reception area, as well as in the Executive and Administrative Director's offices. All newly appointed board members, committee members and new employees and vendors are provided with the link to the plan and must sign an acknowledgment that they reviewed the policy.

Additional resources and the current Affirmative Action Plan can be found on the board's Health Equity page: <https://www.oregon.gov/pharmacy/pages/Health-Equity.aspx>

**6. Complaint options**

The Oregon Board of Pharmacy has several options to file complaints:

- Collective bargaining grievance procedures  
<http://seiu503.org/contact-us/>
- Filing a complaint with BOLI's Civil Rights Division  
[https://www.oregon.gov/boli/CRD/Pages/C\\_Crcompl.aspx](https://www.oregon.gov/boli/CRD/Pages/C_Crcompl.aspx)
- File a complaint with the Federal Equal Employment Opportunity Commission (EEOC)  
[https://www.eeoc.gov/federal/fed\\_employees/filing\\_complaint.cfm](https://www.eeoc.gov/federal/fed_employees/filing_complaint.cfm)

- File a civil suit in State Circuit Court  
<https://www.courts.oregon.gov/how/Pages/file.aspx>
- File a civil suit in Federal District Court  
<http://www.uscourts.gov/about-federal-courts/types-cases/civil-cases>

## Roles for Implementation of Affirmative Action Plan

### 1. Roles and Responsibilities; and 2. Accountability Mechanisms

#### Executive Director:

- Foster and promote to employees the importance of a diverse and discrimination and harassment-free workplace. Participate in cultural diversity trainings when available, orientations, and be a living example of cultural sensitivity. For example, addressing racial justice in all-staff emails and promoting educational opportunities on equity.
- Meet annually, or more often as needed, with the board's Human Resource Manager to review equal employment opportunities, evaluate affirmative action and diverse work environment progress, and identify problems. Approve strategies and timetables for meeting goals.
- Held accountable through annual performance evaluations. Annual performance reviews and Quarterly check-ins will include ratings on the Director's support and effectiveness of the agency's Affirmative Action Plan.
- Hold managers accountable for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate supervisors and employees. The effectiveness of managers and supervisors in promoting the affirmative action activities, goals, and objectives for OBOP will be included in their annual performance appraisals. ORS 659.025(1) states:

*"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, handicap or age, every State agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance."*

### 2. Managers & Supervisors

- Foster and promote to employees the importance of a diverse, discrimination and harassment-free workplace. Look for ways to increase the skills of current employees using mentoring, job rotations, and formal training to prepare them for higher level positions within the organization and the State.
- Managers and supervisors will receive an orientation on the board's affirmative action goals, understand their own responsibilities, and evaluate how well they are achieving the board's affirmative action goals and objectives. They will attend cultural competency training, attend orientations, and promote cultural awareness.
- Subordinate supervisors will be evaluated on their effectiveness in carrying out the responsibilities they have for participating in and promoting affirmative action activities.

- In undertaking these evaluations, managers will consider how well the supervisor fosters and promotes a diverse workforce, how well they promote the affirmative action goals and objectives, and that their staff are knowledgeable about OBOP policies and procedures that encourage an inclusive environment.
- Inform applicants for vacant positions that the board is an equal opportunity employer committed to workforce diversity. Have a copy of the board's Affirmative Action Plan available for applicants to review upon request.
- Work with human resources to utilize State of Oregon procedures and rules in filling vacancies. Attend equal opportunity, affirmative action, and other diversity-related training in order to be informed of current issues.
- Display the board's Affirmative Action Policy Statement and have available a hard copy of the Affirmative Action Plan. An electronic copy of the board's Affirmative Action Policy Statement will also be maintained on the OBOP website.
- Act decisively and in a timely manner if they become aware of any board employee engaging in any type of harassment.

### **3. Affirmative Action Representative**

- Work with the Executive Director, managers, and supervisors to promote a diverse workforce and inclusive work environment to help attain the Affirmative Action goals of the board. Encourage the retention of existing employees and create new learning opportunities for them.
- Report Affirmative Action activities to the Executive Director, as well as staff meetings. Obtain support for proposed changes to the Affirmative Action Plan to reach goals and objectives. Attend Affirmative Action meetings and Office of Cultural Change events as available.
- Encourage opportunities for advancement through cross-training, job rotations and job shadowing as appropriate. Inform employees of career development opportunities and explain any options employees may have for meeting the minimum requirements for promotional job classifications through education and/or experience. Assist employees in the application process for State jobs and how interview skills can be improved.
- Keep management informed of the latest law and rule changes pertaining to EEO/AA.
- Research training opportunities and topics for presentation to all staff. Actively participate in those trainings.
- Have hard copies and/or electronic copies of the board's Affirmative Action Policy Statement and Plan available for review by all managers, supervisors, and employees. Make hard or electronic copies available to applicants for employment on request. Recommend changes to the Plan and update it as required. Compile statistics and keep management informed of the board's Affirmative Action status during management meetings.
- Discuss the State of Oregon / board Affirmative Action Plan and Policy in New Employee Orientation. Make the orientation as welcoming as possible. Include in the discussion:
  - The agency's expectations surrounding a respectful workplace and talk about what that means to the agency as well as the employee.

- The agency's commitment to supporting the personal and professional growth of our employees.
- The agency's encouragement to contribute and participate in agency activities that will assist the agency in meeting its objectives.
- The agency's doors are always open for questions and concerns.
- Train and inform managers, supervisors, and employees at New Employee Orientation as to their rights and responsibilities under the board's affirmative action policy and other board policies to eliminate any harassment based on any protected class status.
- Evaluate revised and new policies for possible adverse impact on the board's commitment to affirmative action and equal employment opportunities.
- Ensure agency training opportunities are offered free of discrimination based on race, religion, national origin, age, gender, sexual orientation, veteran status, or disability.

#### **4. Executive Staff**

See Executive Director and Affirmative Action Representative sections above.

#### **5. Management Staff**

See Managers and Supervisors section above.

#### **6. Other Staff**

- Attend statewide cultural change events when available.
- Responsible for reading and understanding our policies and procedures and acting accordingly.
- Each individual is accountable for their actions.

## 2021-2023 Affirmative Action Plan Progress Report

### 1. Increase agency diversity and inclusion awareness.

**Progress:**

Due to the declared state of emergency for COVID-19, the agency's efforts and focus continue to be on addressing public health and safety; therefore, the agency did not make significant strides in this area. However, board and staff continue to participate in new educational opportunities as they are available. Social justice events that have occurred over the past few years have heightened awareness and encouraged action on fostering diversity, equity and inclusion.

### 2. Expand opportunities for diversity and inclusion training for all management level staff.

**Progress:**

Management level staff have participated in diversity and inclusion training during the 2021-23 biennium. All staff had the opportunity to participate in the 2021 virtual Diversity Equity and Inclusion Conference in September 2021. Many staff participated and appreciated the opportunity to learn and grow during this challenging season of racial injustice awareness and change.

### 3. Seek board input on how the agency Affirmative Action plan and goals can be incorporated into agency strategic plan.

**Progress:**

As part of the board's 2021 Strategic Planning Meeting, the board discussed how the Affirmative Action Plan and goals can be incorporated into the board's Strategic Plan through its communications strategy. This continues to be demonstrated in the [Health Equity](#) page highlighted on the agency's website. The Executive Director also added a new priority goal to make tangible steps to increase diversity, equity, and inclusion in agency staffing, the board, and committee membership. New appointees to the board bring diversity and a fresh perspective to this important work.

## Demographic Analysis

### Supervisors

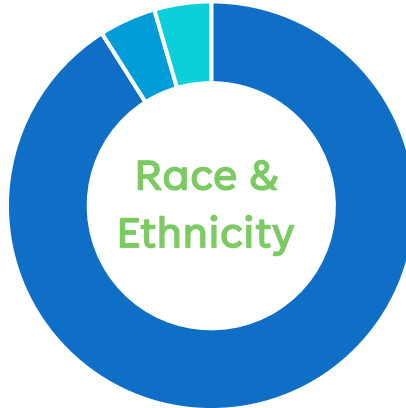
**Executive Director:** Joseph Schnabel, Pharm.D., R.Ph.

**Supervisors:** Karen MacLean – Administrative Director  
Brienne Efrehoff, Pharm.D., R.Ph. – Compliance Director  
Chrisy Hennigan – Licensing Manager

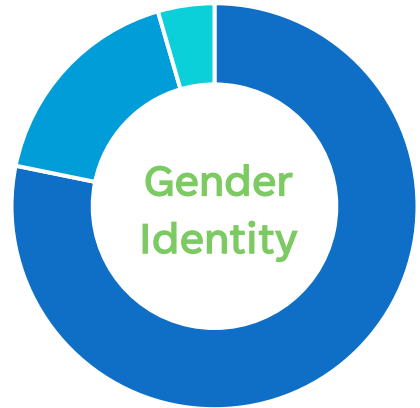
**Management:** Naomi Graham – Office Manager  
Rachel Melvin – Operations Policy Analyst

Workforce Tables

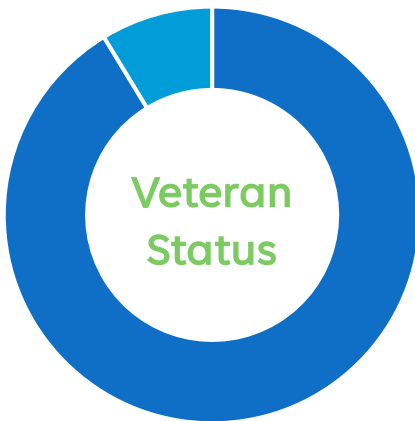
**BOARD OF  
PHARMACY  
WORKFORCE  
TOTAL  
23**



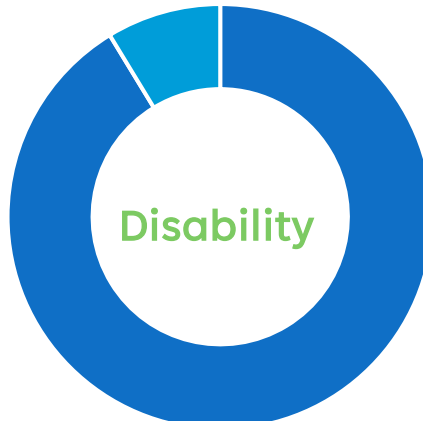
- White - 91.0%
- Asian - 4.5%
- Hispanic or Latino - 4.5%



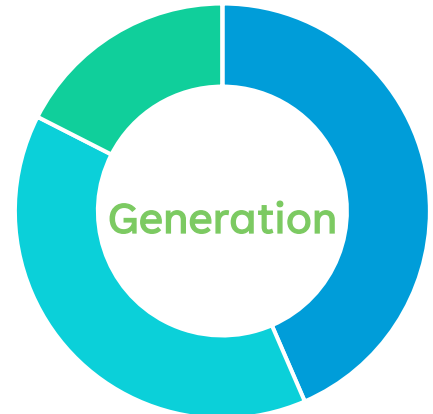
- Female - 78.2%
- Male - 17.3%
- Non-Binary - 4.5%



- Not a Veteran - 91.3%
- Veteran - 8.7%



- No Reported Disability 91.3%
- Reported Disability 8.7%



- Generation Z - 0.0%
- Millennials - 43.5%
- Generation X - 39.0%
- Baby Boomers - 17.5%
- Traditionalists - 0.0%

**Racial Representation  
by Job Classification**

JOB CATEGORIES	#	Asian	Hispanic or Latino	White
Officials & Administrators	4	0%	0%	100%
Professionals	10	10%	10%	80%
Administrative Support	9	0%	0%	100%

## Other Progress July 1, 2021 – June 30, 2023

### Promotions

#### **Supervisor Promotion by Racial Categories & Gender**

No promotions to supervisory roles were made as of June 30, 2022.

#### **Non-Supervisor Promotion by Racial Categories & Gender**

No promotions to non-supervisory roles were made as of June 30, 2022.

### Accomplishments

1. Agency staff participate in outreach to schools and colleges of pharmacy. This occurs in-person or virtually four to six times each year.
2. Diversity achieved through hiring employees with disabilities. Accommodations established, mutual learning and appreciation valued; diversity and inclusion demonstrated.



# Affirmative Action Plans

## 2023-2025 Affirmative Action Strategies and Goals

### Hire and Retain Underrepresented Groups

**Goal:** *The agency will continue to seek diverse candidate pools in the agency's board, staff, and committee membership, utilizing tools provided by the State when positions are vacant.*

**Key Action:**

1. Agency will seek to participate in outreach to job fairs or target recruitment efforts toward underrepresented groups to improve the agency's hiring of qualified candidates.
2. Agency will continue to provide accessibility to candidates by utilizing video conferencing for initial and panel/group interviews. This allows for the candidate to be introduced to a variety of staff members, allows staff to be more involved in the interview process and have a voice in the composition of their team.
3. Agency has included a question in the final round of interviews that addresses the agency's commitment to equity and asks the candidate to define what equity means to them. This allows interviewers to assess the alignment of the candidate's values with the agency's organizational values, with the hope of increasing the possibility of a good fit and a commitment to equity among the team.
4. Agency will provide staff with development and training opportunities both within and outside of the agency.
5. Agency will seek new ways in addition to traditional in-person staff meetings to provide opportunities for thoughtful discussion and opportunities to learn and grow as a team in the changing hybrid/remote work environment.

**Outcome Measures:**

1. The agency's hiring managers will work with recruitment professionals to ensure jobs are posted in venues that increase visibility to potential candidates in underserved populations and recruit a diverse pool of applicants.
2. The Affirmative Action representative will be a resource to hiring managers to assist in getting recruitments posted.
3. The agency will ensure that it has funding to participate in job fairs and outreach to underrepresented groups. Success will be measured by change in metrics over this biennium.
4. Agency will foster an environment of acceptance and open communication that allows all staff to feel comfortable in each other's company.
5. Quarterly check-in meetings with HR will assist in maintaining sight on the goal. The Executive Director is supportive of these goals and will continue to emphasize the agency's organizational value of equity in hiring, retention, and promotion of staff.

## Management

### Leadership Evaluation

ORS 659A.012 requires agencies *“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 consideration of the manager’s or supervisor’s performance.”*

#### 1. Compliance with Above Requirement

This requirement is met through quarterly check-ins with all supervisory roles to ensure that this is kept as a focus.

### Succession Plan

#### 1. Succession Planning

In a small agency of 23 FTE, it can be challenging to undertake succession planning. Over the last six years, cross training has been actively implemented and standard work documentation is being created to better document established practices. Outside of the recruitment process and encouraging training opportunities, the agency has not yet been able to implement a more formalized succession planning process.

## State Policy Documentation

The following links connect to the relevant state law and documentation:

- [Statewide Diversity, Equity, and Inclusion Action Plan](#)
- [Executive Order 22-11](#)
- [ADA and Reasonable Accommodation Policy \(Statewide Policy 50.020.10\)](#)
- [Discrimination and Harassment Free Workplace - \(Statewide Policy No. 50.010.01\)](#)
- [Statewide Workforce Learning and Development \(Statewide Policy 10-040-01\) - pending approval](#)
- [Duties of Administrator \(ORS 240.145\)](#)
- [Rules Applicable to Management Services \(ORS 240.250\)](#)
- [Recruitment and Selection \(Statewide policy 40.010.02\)](#)
- [Veterans Preference in Employment \(ORS 408.230\)](#)
- [Equal Opportunity and Affirmative Action Rule \(OAR 105-040-0001\)](#)

## Federal Employment Law Documents

The following link leads to a pdf with the documents listed below:

- [Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964](#)
- [Title VI of the Civil Rights Act of 1964](#)
  - National Origin Discrimination
  - Pregnancy Discrimination
  - Race/Color Discrimination
  - Religious Discrimination
  - Sex-Based Discrimination
  - Sexual Harassment
- [Retaliation Title VII of the Civil Agency Affirmative Action Policy](#)