OREGON DEPARTMENT OF AVIATION

Affirmative Action Plan

Mitch Swecker, Director
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July 1, 2013 – June 30, 2015

ODA remains committed to its policy on Affirmative Action and Equal Opportunity and to a rigorous and active affirmative action program. My personal commitment to these ideas is represented in the Affirmative Action Plan. Likewise, the Plan represents the Oregon Board of Accountancy's commitment to equal opportunity and affirmative action in employment and public service consistent 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 and commitment.

Director Signature Date

Mitchell Swecker

If you have any questions regarding the agency's Affirmative Action Plan please contact the Affirmative Action Represented listed below.

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DESCRIPTION OF AGENCY

A. Mission and Objectives

Support Oregon communities by preserving and enhancing aviation
The Oregon Department of Aviation (ODA) serves the state of Oregon through its three-fold focus of advocating for the growth, improvement and safe operation of aviation in Oregon.

In addition, ODA is committed to the development and realization of its strategic plan by addressing statewide aviation issues, participating in multi-model coordination, carefully coordinating on and providing aviation-expertise on related legislation, and providing assistance to aviation constituents, airport owners/sponsors and aviation system users throughout Oregon.

B. Name of Agency Director/Administrator

Mitch Swecker, Director
3040 25th Street SE
Salem, OR 97302-1125
Ph.: 503-378-2340

C. Name of Governor's Transportation Policy Advisor

Lynn Peterson
255 Capitol Street NE, Suite 126
Salem, OR 97301
Ph.: 503-986-6528

D. Name of Affirmative Action Representative

Heather Peck
3040 25th Street SE
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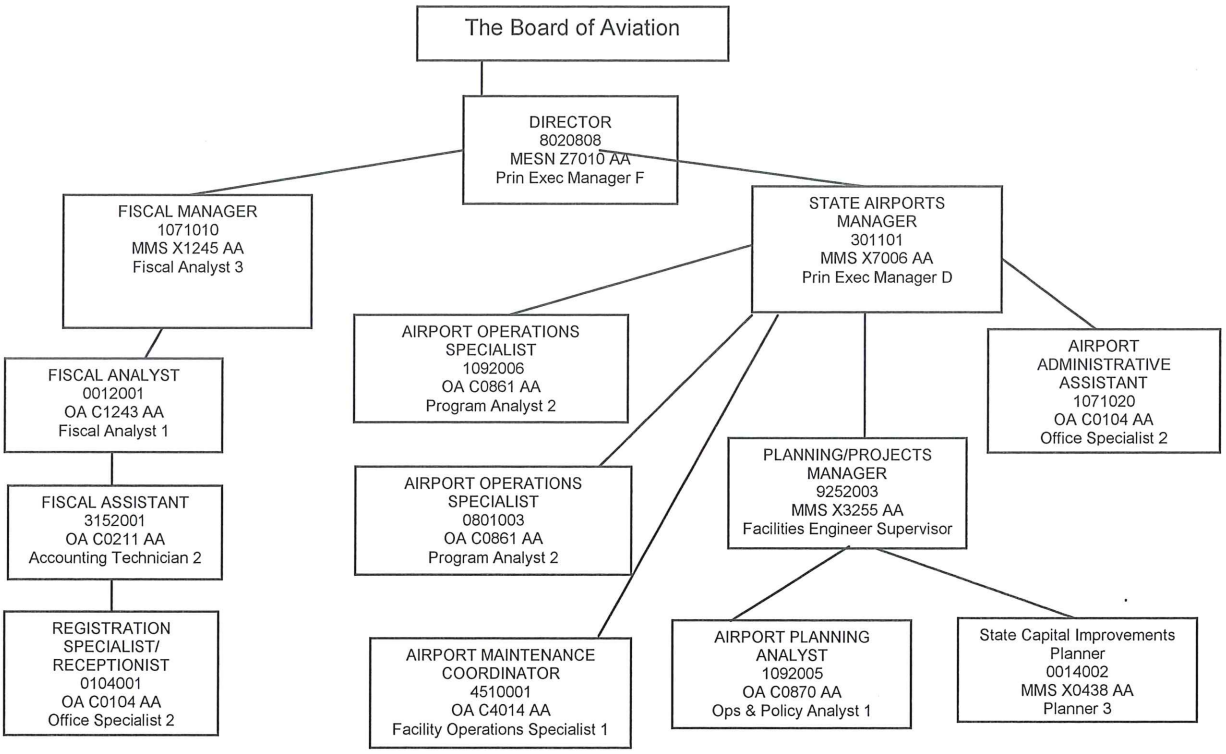
Ph.: 503-378-3168

E. Organizational Chart

ORGANIZATIONAL CHART
2013-15 Biennium



II. AFFIRMATIVE ACTION PLAN

It is the policy of the State of Oregon that employment without discrimination is recognized as and declared to be a civil right. The State of Oregon is committed to achieving a workforce that represents the diversity of Oregon community and is a leader in providing its citizens fair and equal employment opportunity.

Accordingly, the ODA shall:

1. Maintain a policy of equal treatment and equality of opportunity in employment for all applicants and employees in its employment decisions, which include, but are not limited to: hiring, promotion, demotion, transfer, termination, layoff, training, compensation, benefits, and performance evaluations.

2. Apply all terms, conditions, benefits, and privileges of employment with the agency to all applicants and employees regardless of race, color, religion, age, sex, sexual orientation, marital status, national origin, political affiliation, disability, or any other reason prohibited by the law or policy of the state or federal government.

3. Adopt and disseminate the ODA Affirmative Action Plan that describes the affirmative action being taken by the agency to ensure equity of employment in a work environment that is free from discrimination.

A. Agency Affirmative Action Policy Statement

ODA is committed to achieving a work force that represents the diversity of Oregon's population and to providing fair and equal employment opportunities. ODA is committed to an affirmative action program that provides equal opportunities for all persons regardless or race, color, religion, sex, sexual orientation, national origin, marital status, age or disability. ODA provides an environment for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. ODA employment practices are consistent with the State's Affirmative Action Plan Guidelines and with state and federal laws, which preclude discrimination.

1. Agency Affirmative Action Policy Statement for Individuals with Disabilities

ODA will not discriminate, nor tolerate discrimination, against any applicant or employee because of physical or mental disability in regard to any position for which the known applicant for employment is qualified.

ODA agrees to take affirmative action to employ, advance in employment, and otherwise treat known qualified individuals with disabilities without regard to their physical or mental disabilities in all human resources selection and decision practices, such as: advertising, benefits, compensation, discipline (including probation, suspension, and/or termination for cause or layoff), employee facilities, performance evaluation, recruitment, social/recreational programs, and training. ODA will also continue to administer these practices without regard to race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. Additionally, all applicants and employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under this policy.

2. Agency Affirmative Action Policy for Members of the Uniformed Services (ORS 659A.082)

ODA will not discriminate or tolerate discrimination, against any employee because they are a member of, apply to be a member of, perform, has performed, applied to perform or have an obligation to perform service in a uniformed service.

It is also the policy of ODA to provide an environment for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of individual's race, color, religion, gender, sex, sexual orientation, marital status, national origin, age, familial status or disability.

3. Dissemination of the Affirmative Action Policy and Affirmation Action Plan

The impact of the Affirmative Action Plan can be fully realized only to the extent that its provisions are known by those who must apply it and those who benefit from it. With this in mind, the following describes methods used to disseminate the information both internally and externally.

The responsibility for dissemination of the agency's Affirmative Action Policy Statement and Affirmative Action Plan has been delegated to the Affirmative Action Representative. Such communication is both internal and external, and will include, but is not limited to:

B. Internal Dissemination

A statement from the Executive Director to all employees communicating the existence of the plan in order to:

i. Be aware of the plan and can avail themselves of its benefit; and

ii. Be aware of individual responsibility for effective implementation of the plan.

iii. Conduct special meetings with management and supervisory personnel in which the Executive Director shall explain the intent of the Affirmative Action Plan and clearly communicate the Executive Director's personal commitment to and support of equal employment opportunity;

iv. Distribute the plan to all managerial and/or supervisory staff who have the authority to recruit, hire, train, and/or promote;

v. Review with each manager and/or supervisor their responsibility for achieving the agency's affirmative action goals and objectives and provide other relevant affirmation action information throughout the year.

vi. Include the Affirmative Action Policy Statement, Affirmative Action Plan and Grievance Procedure as part of each new employee's orientation;

vii. Post the agency's Affirmative Action Policy Statement and Grievance Procedure on the employee's bulletin board; and

viii. Post the agency's Affirmative Action Policy Statement, Affirmative Action Plan, and Grievance Procedure on agency's website.

ix. Distribute the agency's Affirmative Action Policy Statement, Affirmative Action Plan and Grievance Procedure to any employee upon request.

C. External Dissemination

i. All recruitment announcements, applications for employment, and newspaper will contain the phrase, "An Equal Opportunity Employer;"

ii. ODA Affirmative Action Plan is posted on the agency's Internet site and made available to the public upon request.

iii. Provide copies of the agency's Affirmative Action Policy Statement, Affirmative Action Plan and Grievance Procedure to any person, including job applicants, upon request;

iv. Notify all bidders, contractors, subcontractors and suppliers of the agency's affirmative action policy. Notices shall include a statement that the agency will

not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials that discriminates against members of any protected class.

4. Monitoring and Reporting System

The Affirmative Action Representative will monitor the Affirmative Action Plan on a continual basis. Monitoring will include, but not be limited to:

a. Monitoring the auditing and reporting system. Reporting and auditing includes:

   i. The maintenance of accurate and up-to-date records on all applicants, hires, promotions, transfers, and terminations by sex, race, and EEO-4 categories;

   ii. The review of all promotions, transfers, and terminations to be certain that all employees are treated fairly and equitably; and

   iii. The review of all selection, promotional, and training procedures to ensure non-discriminations in practice

b. Report annually to the Board on the effectiveness of the affirmative action program, progress and efforts made toward accomplishing affirmative action goals, and planned action and recommendations for improvement, if necessary.

c. Review the effectiveness of managers and supervisor's efforts in achieving affirmative action goals and objectives as a key consideration in the performance appraisal system as required by ORS Ch. 240.

d. Prepare updates and evaluations of the Affirmative Action Plan to be submitted to the Governor's Affirmative Action Office as required. An Affirmative Action progress report will also be prepared and submitted as part of the agency's budget submission.

5. Complaint Process regarding Discrimination or Harassment

The complaint procedure provides a method of resolving complaints involving violation of ODA nondiscrimination policy within the agency. Employees, applicants and eligibles are encouraged to use the complaint process. Retaliation, coercion, reprisal, or intimidation against a person who has filed a complaint either internally or through an outside enforcement agency or other legal channels or serving as a witness is prohibited.

a. <u>Informal Complaint Process</u>

An employee may notify the Affirmative Action Representative of an issue or concern regarding discrimination in order to raise awareness or put the agency on alert without filing a formal complaint. In these situations:

   i. The employee may ask the Affirmative Action Representative to keep the matter and identify of the employee confidential. (The agency will comply with the request, if possible.)

   ii. The employee will sign documentation stating that he/she wishes his/her identity to remain confidential.

iii. The discussion will be documented.

iv. The Affirmative Action Representative will review the information and notify management at the level sufficient to maintain confidentially of the employee's identity when it is determined that action is necessary to correct the problem or to prevent a reoccurrence in similar situations.

v. The Affirmative Action Representative will offer suggestions to management on preventable actions such as training and changes in environment.

b. Internal Complaint Process

i. Any individual who believes he/she has been subjected to unlawful discriminatory actions may file a complaint within 30 calendar days of the alleged incident.

ii. Represented employees may file a complaint either through the Collective Bargaining Agreement grievance procedure or by using the procedures provided by the agency.

iii. An employee may submit a written complaint to Affirmative Action Representative that explains the basis for the complaint, identifies the alleged discriminating party or parties, the date the discriminatory action(s) occurred, and specifies the relief requested.

iv. Affirmative Action Representative will review/investigate the complaint and provide the complaint written notification of the findings within 30 days or upon completion. If additional time is needed for investigating the allegations or to issue a report of the findings, the agency will notify the employee in writing of the need for additional time.

v. If the investigation substantiates the complaint, appropriate corrective action will be initiated, include discipline if warranted.

c. External Complaint Process

If an employee is not satisfied with the complaint process within the agency and wishes to appeal to an agency decisions may contact one of the organization listed below. Nothing in this policy prevents any person from filing a grievance in accordance with the Collective Bargaining Agreement or a formal complaint with the Bureau of Labor and Industries (BOLI) or Equal Employment Opportunity Commission (EEOC). However, some collective bargaining agreements may require an employee to choose between the complaint procedure outline in the agency's guideline for filing a BOLI or EEOC complaint.

Oregon Bureau of Labor and Industries - Civil Rights Division
State Office Building
800 NE Oregon Street, MS# 32, Suite 1070
Portland, OR 97232
Phone Number: 503.731.4874
Fax Number: 503.731.4069

The Oregon Bureau of Labor and Industries - Civil Rights Division is the Oregon state equivalent of the federal EEOC. As a designated Fair Employment Practices Agency (FEPA), the Oregon Bureau of Labor and Industries - Civil Rights Division may coordinate operations with the EEOC under a work-share agreement. Furthermore, the Oregon Bureau of Labor and Industries - Civil Rights Division investigates state claims that are not covered by federal law or exceed the basic protections of federal law. Individuals filing a charge of discrimination with the EEOC should also file a copy of the charge with the Oregon Bureau of Labor and Industries - Civil Rights Division.

Eugene **Oregon Bureau of Labor and Industries** 1400 Executive Parkway, Suite 200 Eugene, OR 97401 Phone Number: 541.686.7623	**Portland** **Oregon Bureau of Labor and Industries** 800 NE Oregon Street, Suite 1045 Portland, OR 97232 Phone Number: 971.673.0761
Pendleton **Oregon Bureau of Labor and Industries** 1327 SE 3rd Street Pendleton, OR 97801 Phone Number: 541.276.7884	**Salem** **Oregon Bureau of Labor and Industries** 3865 Wolverine Street NE; E-1 Salem, OR 97305 Phone Number: 503.378.3292

Governor's Office of Diversity and Inclusion/Affirmative Action
255 Capitol Street, NE Suite 126
Salem, OR 97301
Director: 503.378.3544
Tel: 503-986-6524
Website: http://oregon.gov/Gov/GovAA/pages/index.aspx

U.S. Equal Employment Opportunity Commission
Seattle Field office EEOC Office/ Federal Office Building
909 First Avenue, Suite 400
Seattle, WA 98104
Phone Number: 206.220.6883
Phone Number: 206.220.6882 (TDD)

The EEOC does not maintain an office in Oregon, but the Seattle Field Office serves Oregon as well.
File a Charge of Discrimination: http://www.eeoccomplaint.com/

Department of Labor, Office of Federal Contract Compliance (OFCC)
1315 SW Fifth Avenue, Suite 1030
Portland, OR 97201
Phone Number: 503.326.4112

Phone Number: 503.326.4112

The U.S. Department of Labor
Pacific Regional Office 71 Stevenson Street, Suite 1700
San Francisco, CA94105
Phone Number: 503.848.6969

The Civil Rights Office of Health & Human Services
Office of Civil Rights, Region D
2201 Sixth Avenue, Mail Stop RX-11
Seattle, WA 98121
Phone Number: 206.615.2290
Phone Number: 206.615.2296 (TDD)

B. Diversity and Inclusion Statement :

It is the policy of the Department of Aviation to be proactive in building a well-qualified, diverse agency that represents the public. Diversity is a core value of ODA and all the management staff is committed to carrying out this Affirmative Action Plan in hiring, contracting and practicing non-discrimination in day to day actions.

C. Training, Education, Developmental Plan (TEDP)

1. Employees

ODA recognizes that its employees are its greatest resources. Investing in employee development and enhancing employee knowledge, skills and abilities is one of the agency's highest priorities.

Continued professional development and training opportunities ensures that employees are provided with the skills needed to excel in their work, and therefore be retained in the agency. ODA uses a variety of approaches to establish a climate that supports continuous learning and development through the following:

a. Establish clear paths for acquiring the skills, knowledge, and experience that employees need for their continuing learning and career development.

b. Establish developmental opportunities for employees, such as detail assignments and leadership training, to give everyone interested in a chance to participate in assignments that prepare them for high-level positions.

c. Use a variety of ways to provide training and developmental experience for employees such as:

i. Using webinars and other interactive and on-line training technologies,

ii. Using internal and external training course,

iii. Establishing individual needs and training requests during year evaluations, and

iv. Career development programs.

Provide training opportunities for all employees. Through investments in training, ODA reflect the value we place on our employees and support employee interest in keeping their skills updated in order to remain competitive.

The goal of this policy is to provide the employee with the opportunity for a minimum of 20 hours of education and training annually, all to be related to work skills and knowledge, for one hundred (100%) of permanent employees. This policy supports the training which is measured through the annual performance appraisal and training plans.

d. Mentoring Program – ODA is encouraging managers and supervisors to become mentors. ODA is strongly encouraging managers to mentor employees especially those from different cultural, racial, or academic background.

e. Non-technical training, which includes diversity related training and other training topics provided through ODOT and DAS.

f. Job Rotation – Provide the employee the opportunity to explore new assignments or jobs and to provide agencies the opportunity to enhance employee development to make more effective use of staff:

   i. Developmental rotation provides the employee the opportunity to acquire new skills.

   ii. Career enrichment rotation provides the employee the opportunity to use existing skills in a different setting.

g. "Discrimination and Harassment-Free Workplace" and "Maintaining a Professional Workplace" Training – Each biennium **all** staff attend a mandatory training on respectful workplace. This training focuses on statewide and agency policies regarding discrimination and harassment free workplace. It emphasizes the prohibited conduct, the complaint or reporting procedure, and where staff can readily access this information for future reference.

h. New Employee Orientation – Effectively orienting new employees to the agency and to their positions is critical to establishing successful, productive working relationship. ODA strives to ensure the employee's first interaction with agency personnel is a positive experience. ODA provides the following information to the new employee:

   i. Affirmative Action Policy and Affirmative Action Plan
   ii. Agency's expectation of employee
   iii. Agency's mission and objectives
   iv. Discrimination and Harassment-Free Workplace Policy;
   v. Employee Services
   vi. Performance Evaluation Process
   vii. Professional Workplace Policy;
   viii. Roles and Responsibilities/Position Description
   ix. Safety

x. Training, Educational, and Developmental Plan

i. Leadership Oregon – If financial resources allow ODA will support and provide an employee the opportunity to participate in Leadership Oregon program. This program enhances the professional development of the State of Oregon employees through an interactive and practical curriculum that expands an awareness of self, state government and local communities while promoting pride in public service.

No Cost Trainings

Due to limited financial resources available, ODA will be utilizing some of these training courses that are available through the Department of Transportation and Department of Administrative Services' iLearnOregon system. These training courses from items "K" thru "O" are available to state agencies and their employees free of charge. iLearnOregon Website:

https://ilearn.oregon.gov/Kview/CustomCodeBehind/Base/Login/Login.aspx

j. OSHA Safety and Health Management Basics – The Oregon OSHA online training discusses seven critical areas of a successful occupational safety and health program. ODA employees will learn to develop proactive program using methods that do work.

- Subjects include: top management commitment, accountability, employee involvement, safety committees, hazard identification and control, accident investigation, and continuous safety improvement.

k. SAIF – Crisis Intervention: "Managing Conflict in the Workplace" – Conflict exists in every organization. While it is not possible to avoid all employee conflicts, there are ways to effectively manage situations. During this training, discussion on prevention strategies, the crisis cycle, and appropriate interventions. (This is a classroom course)

l. Sustainability in the Workplace – The principle of sustainability is the heart of what makes and keeps Oregon such a special place to live. It is also an integral part of the Governor's efforts to revitalize Oregon's economy and improve state government. This training will take our knowledge of sustainability beyond an introduction. It provides an overview of the principles and concepts of sustainability and a framework for additional learning and decision-making.

m. Information Security Training (ODOT and DAS)

- Acceptable Use of Information Assets Policy: The purpose of the Acceptable Use Policy is to inform users of OODOT and DAS technology assets of the appropriate and acceptable use of information, computer systems and devices, telecommunications devices, and other office technology.

Other Learning Opportunities

Diversity in the workplace education is quickly becoming more valuable to the Oregon Board of Accountancy. It is more than just "inclusion", a commitment to workplace diversity awareness helps ODA create a satisfactory, safe and meaningful work environment in which employees thrive. Through diversity awareness program inclusive of human characteristics such as race, spirituality, gender, sexual orientation or status as a person with disability, ODA demonstrates to its employees that they are seen, recognized and valued. By incorporating these types of strategies into our training and developmental curriculum it allows ODA to attract and retain skilled and talented workforce.

a) "Addressing the Generational Differences in the Workplace" – To heighten awareness and understanding of the generalized differences among generations, in order to decrease misunderstandings, conflicts, stress, discomfort, frustration, and miscommunication, and to increase effectiveness in the workplace without reinforcing stereotypes.

b) "Conversation on Race Relations" – The training topic will provide an opportunity for employees to discuss issues in the area of gender, race, socio economic, disability and others issues of diversity. ODA will be contacting the trainer (Mr. Johnny Lake) to discuss this training topic. Mr. Lake is a trainer in programs focused on leadership, diversity, community-building, and cultural competency. ODA will also be researching other resources to support and share with its employees.

c) Cultural Competency Video – StirFry video is so unique to its approach in how we value and observe each other's communication. The 'mindfully listening', which means being attentive to the subtleties in each communication, such as intent and impact. ODA will facilitate the viewing of these videos with a trained facilitator. Employees will have an opportunity to view the video, discuss the video and its impact to them and facilitate another discussion six months after the initial viewing to ensure that employees are not left with unanswered questions regarding communication and cultural issues.

- "Color of Fear," by Lee Mun Wuh - is an insightful, groundbreaking film about the state of race relations in America as seen through the eyes of eight North American men of Asian, European, Latino and African descent. In a series of intelligent, emotional and dramatic confrontations the men reveal the pain and scars that racism has caused them. What emerges is a deeper sense of understanding and trust. This is the dialogue most of us fear, but hope will happen sometime in our lifetime. (1995, 90 minutes)

- *"Last Chance for Eden,"* by Lee Mun Wuh - is a documentary about nine men and women discussing the issues of racism and sexism in the workplace. They examine the impact of society's stereotypes on their lives in the workplace, in their personal relationships and within their families and in their communities. In the course of their dialogue, they also explore the differences and similarities between racism and sexism

- an area that has seldom been researched, but has heatedly become a very important issue needing to be understood and dealt with.

d) "Preventing and Minimizing Exposure to Lawsuits": training for key employees to minimize and avoid the actions that cause, and may even encourage, expensive employee lawsuits. Most lawsuits are caused by the unknowing or careless actions of managers and supervisors. This training will provide information in how to avoid and prevent lawsuits in the workplace.

Continuing Learning Opportunity

To continue learning about diversity and cultures within our workforce the following are some of the recommended books from several speakers that have participated in state government sponsored trainings.

1. Angelou, Maya. *I Know Why the Caged Bird Sings.* Bantam Books, 1983.
2. Dickerson, Debra. *An American Story.* New York, NY: Pantheon Books, 2000
3. Fanon, Frantz. *Black Skins, White Masks.* Grove Press, 1991.
4. Kochman, Thomas. Black and White Styles in Conflict. Chicago: University of Chicago Press, 1983.
5. McBride, James. *The Color of Water.* Riverhead Books, 1997.
6. McCall, Nathan. *Makes Me Wanna Holler: A Young Black Man in America.* Vintage Books, 1995.
7. Meeks, Kenneth. *Driving While Black.* Broadway Books, 2000.
8. Reed, Cecil and Donovan Priscilla. *Fly in the Buttermilk.* Iowa City, IA: University of Iowa Press, 1993.
9. Robinson, Randall N. *The Debt: What America Owes to Blacks.* Plume, 2001.
10. Santiago, Esmeralda. *When I Was Puerto Rican.* Vintage Books, 1994.
11. Tatum, Beverly D. *Why Are All the Black Kids Sitting Together in the Cafeteria?* Basic Books, 1999.
12. West, Cornell. *Race Matters.* Vintage Books, 1994.
13. Wilson, M. and Russell, K. Divided Sisters: Bridging the Gap Between Black Women and White Women. New York, NY: Anchor/Doubleday, 1996.
14. Amsterdam, Boston, *The Diversity Scorecard: Evaluating the Impact of Diversity on Organizational Performance,* Elsevier Science/Butterworth-Heinemann; 2003.
15. Rikleen, Lauren, *Ending the Gauntlet: Removing Barriers to Women's Success in the Law - by Managing Differently* – James O. Rodgers,
16. Aguilar, Leslie Multicultural Customer Service: Providing Outstanding Service Across Cultures, Linda Stokes McGraw-Hill, Inc, Times Mirror Press -
17. Phil Rubio, *A History of Affirmative Action, 1619-2000*
18. Poverty & Race Research Action Council: http://www.prrac.org/
19. Civil Rights Coalition for the 21st Century: http://www.civilrights.org/
20. Americans for a Fair Chance: http://fairchance.civilrights.org/
21. National Center for Fair and Open Testing: http://www.fairtest.org/
22. Journal of Blacks in Higher Education: http://www.jbhe.com/

2. Contractors/Vendors

ODA provides a copy of the agency's Affirmative Action Policy and Affirmative Action Plan to all Contractors/Vendors. Agency also reviews the statewide policies on "Discrimination and Harassment-Free Workplace" and "Maintaining a Professional Workplace" policies with Contractors/Vendors.

D. Programs

The following activities play a role in moving the agency towards its affirmative action goals and objectives as well as build a foundation for future efforts to diversity the workforce.

1. Internship Program

a. **School-to-Work** – It is the policy of the State of Oregon that we, as the employer, recognize the importance of enhancing work-based learning opportunities through creating and maintaining relationships with public and private schools that promote an effective and efficient workforce in state government through a School-to-Work: Career-Related Learning Program. ODA is open to developing an agency plan which promotes participation in and support of work-based learning activities for College level students and educators. The plan may allow employees the flexibility to participate in Aviation activities offsite and not directly work-related. Other examples of opportunities for ODA management:

i. **Internships/work experience: -** Involves a formal training plan between the school and the agency that outlines the skills the students is expected to learn and demonstrate at the workplace. The hours to be worked, classroom goals, and worksite goals and objectives are determined by the teacher, worksite supervisor and student. ODA has partnered with Willamette University for internships in the past and will work to offer an Internship program to students of diverse backgrounds interested in Aviation management. As a small agency with a large area of expertise in airport management, construction project management, Government relations, Leasing and Land use planning, ODA has a lot to offer a potential Intern interested in Aviation.

ii. **Guest Speaker** – ODA can provide an opportunity for a classroom of students to hear firsthand about a particular occupation, the necessary preparation and required knowledge the occupation requires and other interesting information from current practitioner in the field.

iii. **Job Shadow** – Provide an opportunity for students to spend four or more hours with one or more employees at a job site. Employers introduce students to potential careers by allowing them to observe the jobs of individual workers while shadowing their daily routines and activities. They provide students with a look at the world or work and the range of career opportunities available to them. Employers should provide general information about their jobs, required skills, education and training requirements.

iv. **Mentorship** – Mentorship is a formal relationship between a student and a worksite role model who provides support and encouragement to the student. Mentorships maybe academic, tutorial, or guidance based. Through this relationship, a student can learn specific information about the rules and expectations of the workplace and develop useful work related and social skills. A mentorship reinforces the student's academic program at school. This kind of learning experience can vary in length of duration and frequency of contact.

v. **Site Visit** – Provide an opportunity for students to explore career and the world of work by visiting a business where they will observe and ask questions about careers, skills, and tasks performed by the company. The site visits introduce students to potential careers by allowing them to view an organization's daily routines and activities.

2. Community Outreach Programs

ODA greatest strength is the quality of and diversity of our employees who differ in age, gender, race, nationality, sexual orientation, and religious beliefs and operates across multiple cultures and languages. ODA encourages its employees to participate in various organizations with the community its serves. ODA is committed to fostering collaborative working relationships with our local organizations to various initiatives, such as:

a. Regular contact with local groups representing the protected classes.

b. Affirmation to such groups that the agency is an equal employment opportunity employer.

c. Sharing job opportunities with local ethnic organizations, local ethnic chambers, tribes, faith-based organizations, local ethnic newspapers, etc. in a timely manner.

d. Sharing promotional opportunities as they arise to all employees in particular those who members of the protected classes.

3. Diversity Initiative Program

To achieve workforce diversity, ODA is positioning itself with a strong commitment to its agency's affirmative action program. This includes strong leadership support from our top leadership and commitment to provide necessary resources, people and funding of new program initiatives.

a. Continued support from leadership that creates an environment of inclusion, which values differences.

b. Continued management involvement in planning and conducting affirmative action/equal employment opportunity activities.

c. Ensure that employees are an integral part in the design of ODA efforts to plan and conduct affirmative action/equal employment opportunity and diversity activities.

d. Widely disseminate ODA Affirmative Action Plan goals throughout the agency and encouraging managers to conduct targeted recruitment in support of these goals.

e. Assign adequate resources to the affirmative action/equal employment opportunity activities. ODA will continue to revisit its budget to identify resources for its affirmative action/equal employment opportunity activities.

f. Train managers and supervisors in their affirmative action/equal employment opportunity responsibilities as well as educating them with the existing personnel and administrative tools to help them carry out their responsibilities in these areas.

g. Evaluate training resources in intercultural communication to address the communication style across cultures and generational differences within the Oregon Board of Accountancy.

h. To bring awareness to the agency's workforce, management has a diversity bulletin board for employees to share diversity and cultural information with one another. ODA also post the Governor's monthly diversity proclamations, diversity activities and projects, diversity calendar of events and other community activities, etc.

E. Update: Executive Order 08.18

1. Cultural Competency Assessment and Implementation Services

Cultural Competency Assessment and Implementation Services – is a proactive management strategy designed to identify best practices and reduce any discriminatory behaviors that may exist within the Commission. Through an assessment, ODA will enable itself to address: the creation of a climate of increased awareness; appropriate identifying and responding to cultural and language barriers for ODA employees and the public; a common understanding of how all members of the organization should be valued and respected; a promotion of managerial skills among diverse employees; an understanding of the roles of ODA management and employees in creating a welcoming environment and the improve of ODA employee morale.

In lieu of funding resources, ODA is implementing creative initiatives to ensure that is positioned itself with a strong commitment to its agency's affirmative action program. This includes strong leadership support from our top leadership and commitment to provide creative program initiatives.

2. Statewide Exit Interview Survey

In our goal to continue to make ODA the "Employer of Choice", the survey will allow the employee to share their honest opinions regarding their work experience with the agency. As employees change agencies or depart from state employment, ODA is interested in how employees view their tenure and what information and suggestions they can provide related to their experience. The survey covers issues such as: benefits;

working conditions; opportunities for career advancement; the quality and quantity of the workload; and relationships with co-workers and supervisors.

Data obtained from employees leaving the agency provides information critical to:

1. Assess workplace deficiencies;
2. Enhance the work place;
3. Improve employee retention;
4. Achieve a diverse workforce through workforce planning; and
5. Improve any negative feedback from the survey.

The result of the data will be reviewed with the agency Director/Administrator for any corrective action and approve program strategies to implement that will help retention of skilled and valued employees.

3. Performance Evaluations of All Management Personnel

ODA has incorporated affirmative action objectives as a key consideration for the manager's or supervisor's performance evaluation. Specific examples of the managers and supervisors affirmative action objectives and diversity successes and achievement are described below. Management personnel will receive an annual performance evaluation to asses whether they are meeting its affirmative action objectives. Any goals or work plans for future performance will be outline in the evaluation.

Sample affirmative action duty descriptions:

a. Understand Equal Employment Opportunity (EEO), Affirmative Action (AA), Diversity and Cultural Competency principles, and the agency's AA Plan goals and objectives. Develop and implement strategies to meet goals and objectives; and report annual efforts, successes and/or accomplishments during the period.

b. Review hiring, transfers, promotional, developmental/rotational or training practices and procedures to identify and remove barriers in the attainment of the agency's affirmative action goals and objectives.

c. Make hiring, transfer and promotional decisions in support of agency's affirmative action goals and objectives. Engage in appropriate recruitment efforts designed to reach agency's affirmative action goals and objectives.

d. Promote and foster a positive work environment within the agency programs concerning EEO, AA, Diversity and Cultural Competencies by ensuring employees are aware and follow agency policies and procedures, and address work-related issues and/or concerns immediately and take appropriate action if necessary.

e. Attend EEO, AA, and other diversity-related training to provide leadership to staff by being aware of diversity and cultural issues. This also includes supporting employees to attend such programs for further professional development.

f. Ensure information regarding EEO, AA and Americans with Disabilities (ADA)

information is properly displayed on the appropriate boards at the worksites(s).

Ref: **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 supervisor's 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.

F. Status of Contracts to Minority-owned Business (ORS 659.A015)

Using this template, please provide information regarding any contracts awarded to a certified MWESB during the reporting period of this plan.

Name of organization	Type of Contract	Length of the contract	Dollar amount awarded

ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

A. Responsibilities and Accountabilities

ODA is committed to equal employment opportunity and maintains an active interest in the attainment of affirmative action goals and objectives. ODA strategy is to create a work environment and employment opportunities that attract and retain diverse and skilled workforce. The success of the affirmative action program depends upon the commitment and leadership of employees at all levels in the organization. As such, affirmative action goals and objectives are contained in all management position description.

The Oregon Aviation Board provides overall direction and resources to support the Affirmative Action Plan. The Board will foster-- and promote to employees-- the importance of a diverse workplace free from discrimination and harassment. The Board is committed to the use of Affirmative Action precepts in hiring employees and in making appointments to its membership. The Board will continue its implementation of the Affirmative Action Plan by exercising impartial and unbiased evaluations of future employment applications and interviews.

1. Director

The Director plays a leadership role in dedicating the agency to a policy of equal employment opportunity and conveying a sense of that commitment both within and outside of the organization. The Director has overall responsibility for implementing and monitoring the Affirmative Action Plan and for ensuring compliance with all applicable federal and state laws, rules and regulations.

a. Foster and promote the importance of a diverse and respectful workplace.

b. Periodically review the Affirmative Action Plan and progress toward meeting the agency's affirmative action objectives; and

c. Meet with the Affirmative Action Representative to review equal employment opportunity and affirmative action objectives. Provide guidance to the Affirmative Action Representative to ensure the agency's effectiveness in meeting its affirmative action program, and approve strategies for meeting objectives;

d. Recognize policy needs and initiate necessary changes.

e. Ensure managers and supervisors understand they are responsible for participating in and promoting affirmative action activities and for communicating these same responsibilities to their subordinates managers and supervisors. The effectiveness of managers and supervisors in promoting affirmative action activities, goals, and objectives for ODA will be included in the annual performance appraisal.

2. Affirmative Action Representative:

The Affirmative Action Representative is responsible for implementing and maintaining the agency's affirmative action program and is accountable to the Executive Director.

i. Develop and disseminate the Affirmative Action Plan, including the agency's Affirmative Action Policy Statement, and monitor progress and prepare annual updates and modifications, as needed;

ii. Develop and monitor internal and external communication of the agency's Affirmative Action Policy and Affirmative Action Plan to keep staff informed.

iii. Develop and advise employees and job applicants of discrimination grievance procedures. Accept and investigate all sexual harassment and/or discrimination grievances or complaints filed either internally or externally and make recommendations for appropriate actions;

iv. Serve as the agency's liaison with governmental agencies responsible for the enforcement of civil rights and fair employment laws and regulations;

v. Assist in implementation and review of the internal monitoring and review system, using standardized reports and statistical data to measure the effectiveness of the agency's affirmative action program, and indicate the need for remedial action;

vi. Contact community organizations and persons representing minorities, women and persons with disabilities and share information on available agency recruitments;

vii. Identify the need for, assist in the development of, and in some instances, conduct affirmative action information session for managers, supervisors and employees;

viii. Share information to management staff on the latest developments on affirmative action issues, including legal decision and their possible impact;

ix. Report to the Director and the Board any policies or practices that have adverse impact on minorities, women and persons with disability, and any other protected or underrepresented group, or present barriers to equal employment opportunity;

x. Periodically review personnel policies and procedures to ensure they reflect the agency's affirmative action commitment;

xi. Periodically audit minimum job requirements, training programs, and promotion and transfer actions to assure non-discriminatory practices;

xii. Conduct periodic reviews to assure EEO posters, the Affirmative Action Policy Statement, and Alternate Format poster are properly displayed; and

xiii. Assist in conducting "exit interviews" of employees leaving the agency's concerning work climate and affirmative action issues.

III. July 1, 2010 – June 30, 2012

A. Accomplishments

ODA recognizes employee retention to be a key factor in advancing a diverse and capable workforce. In this biennium, agency leadership and management have communicated and demonstrated their commitment to the continued development of a more collaborative and supportive style of management.

ODA has revised the Pavement Maintenance Program (PMP) program bidding methodology. In the past, the agency has awarded a single large contract for approximately 1/3 of the state per year to a contractor to conduct pavement maintenance on public use paved airports. In 2012, ODA revised the project down into 3 smaller contracts to enable more bids by M/W/ESB contractors. It paid dividends in that two ESB companies were able to obtain contracts and the simultaneous work by three contractors enabled the agency to finish ahead of schedule and under budget.

ODA's goal for DBE business contractors was 5.5 %. ODA exceeded that goal by achieving over 20.8 % of expended dollars on DBE contracts.

With the FAA and Office of Civil Rights, ODA has revised its small business program and has been assisting airport owners throughout the state in updating their individual airport small business plans and programs.

ODA distributed periodic emails to all staff encouraging their participation in cultural diversity activities and posted the Governor's monthly proclamations on our cultural diversity events board.

ODA partners with ODOT in Procurement and Contracting education, outreach and involvement and works closely with the ODOT Civil Right Office.

During the report period, ODA's former Affirmative Action Representative (Marianne Norris) participated in most of the monthly Affirmative Action Office workgroup meetings organized by the Governor's Office. ODA will continue its representation at future Affirmative Action Office workgroup meetings and will utilize the resources from these meetings to advance its affirmative action recruitment and outreach strategies.

B. Progress Made or Lost Since Previous Biennium

In 2009, the longtime director of ODA stepped down and was succeeded by2 Interim Executive Director. ODA also lost five positions, or approximately 29% of its staff, due to layoffs. There are now only twelve total positions in this agency, and there have been three recruitment opportunities. One woman and two Caucasian men were hired as best qualified applicants.

Director/Management – The June 30, 2011, report shows this category to be under parity goals for women, people of color, and people with disabilities.

Professionals – ODA has 7 positions in this category. The June 30, 2011, EEO report shows that we have made no progress toward meeting parity goals for people of color and people with disabilities, while we have met or exceeded our parity goals for women.

Administrative Support – ODA has 4 positions in this category. The June 30, 2010, report shows that we have continued to meet and exceed parity goals for women but have failed to meet our parity goals for people of color and people with disabilities. The June 30, 2009 report also shows that we exceeded our parity goals for women but failed to meet our parity goal for people of color and for people with disabilities.

June 30, 2011*

	Employees	Percent	Parity < Goal
Employee Count: 12 employees			
• Women	5	38	> 1.5%
• People of Ethnic Decent	0	0	< 0.9%
• People with Disabilities	0	0	< 0.4%
Total	7	53.84	> 1.5

June 30, 2010*

	Employees	Percent	Parity < Goal
Employee Count: 13 employees			
• Women	6	46.15	> 1.5%
• People of Ethnic Decent	0	0	< 0.9%
• People with Disabilities	0	0	< 0.4%
Total	7	53.84	> 1.5

June 30, 2009*

	Employees	Percent	Parity < Goal
Employee Count: 17 employees			
• Women	8	47.05	> 2.0%
• People of Ethnic Decent	0	0	< 1.3%
• People with Disabilities	0	0	< 0.7%
Total	8	47.05	< 3.6

**See appendix A for detailed affirmative action, EEO data.*

In the coming biennium, ODA will continue the effort to reach out in an effort to try to achieve our parity goals.

IV. July 1, 2012 – June 30, 2015

A. Affirmative Action Plan Goals

1. Although, we anticipate very few vacancies, encourage minority and disabled persons to apply for positions in the agency and on volunteer citizen boards and councils representing the agency.
2. Utilize creative marketing tools that include minority professional organizations and diversity outreach partnerships to advertise vacancies to people of color, disabled individuals, and women.
3. Assure that all interview panels have a diverse group of participants to ensure a fair process and consistency in hiring practices.

4. Initiate an exit interview request to departing employees to learn reasons for their departure and to assess and improve aspects of The Department of Aviation's working environment, culture, processes and systems, and management style.
5. Organize and convene the agency management and staff to promote an environment of respect, teamwork, and mutual understanding among staff and to further our understanding of individual and group diversity.
6. Make diversity training opportunities and attendance at cultural events available to staff and ensure management support for attendance.
7. Identify other means to strengthen recruitment and retention of minorities and individuals with disabilities.
8. Establish a more structured and meaningful internship program that will foster the interest of under-represented minority students pursuing government careers.

B. Strategies and Timelines for Achieving Goals

1.	Ongoing	ODA will advertise board and council member openings on its Web site and continue to work with the Governor's Executive Appointments Office to attract minority and disabled persons to positions on the Board of Aviation.
2.	Ongoing	ODA will continue to work with the Governor's Affirmative Action Office to promote agency opportunities to minority professional organizations, disabled individuals, and women. We will advertise job opportunities on the agency Web site and encourage protected classes to apply. We will explore diversity outreach partnerships to increase awareness and promote the benefits of working for ODA to potential applicants.
3.	As required	The Director and Affirmative Action Representative will ensure that all interview panels have a diverse group of participants or, when appropriate, participate on interview panels to ensure a fair process and consistency in hiring practices.
4.	December 2012	ODA will work with ODOT Human Resources to develop an exit interview survey letter that encourages departing employees to complete the state online exit interview survey. The survey letter will be provided to all departing employees regardless the reason for their departure. Survey responses will be reviewed by the agency Affirmative Action Representative who will assess and recommend changes to improve ODA's working environment, culture, processes and systems, and management style.

5.	January 2013	The Agency Affirmative Action Representative will recruit employee volunteers from other agencies to serve on a Diversity Committee. The committee will develop a mission, goals, and initiatives in support of the agency's Affirmative Action Plan. The Agency Affirmative Action Representative will serve as a member on the committee and will provide information, resources, and consultation.
8.	Ongoing	ODA will regularly communicate its commitment to affirmative action goals and objectives and encourage, when practical, employees' participation in diversity training opportunities and attendance at cultural events.
9.	Ongoing	ODA's Affirmative Action Representative will attend ODOT's Diversity Council Meetings and the agency will benefit from a multi-agency experience and talent pool.
10.	January 2013	ODA will work to establish a more structured and meaningful internship program that will provide interns practical experience in a real-life setting with a focus on government career awareness and mentoring opportunities.

IV. Appendix A 28

A. ADA and Reasonable Accommodation in Employment 28

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See Appendix B attachment (encl 1)

A. Age Discrimination in Employment (ADEA)

B. Disability Discrimination

C. Equal Pay and Compensation Discrimination

D. Genetic Information Discrimination

E. National Origin Discrimination

F. Pregnancy Discrimination

G. Race/Color Discrimination

H. Religious Discrimination

I. Retaliation

J. Sex-Base Discrimination

K. Sexual Harassment

Appendix A:

1. ODA follows Statewide Policy 50.020.10 for ADA and Reasonable Accomodation In Employment at:

http://www.oregon.gov/DAS/CHRO/docs/advice/p5002010.pdf

and is referenced below:

AUTHORITY: ORS 240.145; 240.240; 240.250; ORS 659A.103 -145; 243.305; 243.315; The Americans With Disabilities Act (ADA) of 1990 as amended by the Americans with Disabilities Act Amendments Act (ADAAA) of 2008; Civil Rights Act of 1991; and 42 U.S.C. §12101 *et seq.*

APPLICABILITY: This policy applies to all state employees, including state temporary employees, according to provisions of federal and state law.

2. Discrimination and Harassment Free Workplace

Harassment-Free Workplace Inappropriate Behavior Policy

EFFECTIVE DATE	NUMBER
11-1- 2012	ODA-010
SUPERCEDES	PAGE NUMBER
10-11-07	1 of 4
APPROVED SIGNATURE	
Signature on File at ODA	

PURPOSE: To reaffirm that it is the policy of the Oregon Department of Aviation (ODA) to prohibit discrimination and workplace harassment; to clarify conduct that constitutes workplace harassment and to provide an effective complaint procedure for employees who believe they have been the victims of prohibited conduct. This policy is intended to protect employees of whatever stature, customers or clients of the agency, contractors and visitors to the worksite.

POLICY:

A. Discrimination. It is the policy of ODA to provide a work environment free from unlawful discrimination on the basis of race, color, religion, sex, marital status, national origin, disability, age, union membership and activity, or any other factor that an employer is prohibited by law from considering when making employment decisions. For purpose of this policy, prohibited discrimination includes discrimination on the basis of sexual orientation. This policy applies to all matters relating to hiring, firing, transfer, promotion, benefits, compensation and other terms and conditions of employment.

B. Workplace Harassment. It is also the policy of ODA that all employees, customers, clients, contractors and visitors to the worksite enjoy a work environment that is free from harassing behavior. Employees at all levels of the organization are expected to conduct themselves in a business-like and professional manner at all times and refrain from sexual and other harassment.

C. Penalties. Conduct in violation of this policy will not be tolerated and may result in disciplinary action up to and including dismissal. Managers and supervisors who know or should know of conduct in violation of this policy and fail to report such behavior, or fail to take prompt, appropriate, corrective action, are subject to disciplinary action up to and including dismissal.

GUIDELINES:

A. Workplace harassment is a form of offensive treatment or behavior, which to a reasonable person creates an intimidating, hostile or abusive work environment. This policy prohibits discrimination or harassing behavior based on or because of a person's national origin, age, sex, race, color, disability, religion, a person's sexual orientation or protected activity.

B. Sexual harassment is a form of workplace harassment. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical behavior of a sexual nature when:

1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or is used as a basis for any employment decision (granting leave request, promotion, favorable performance appraisal, etc.); or

2) Such conduct is unwelcome and has the purpose of effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

C. The following are examples of prohibited behavior (it should be understood that the examples are not meant to be all-inclusive and even one instance of such conduct may constitute harassment):

1) Unwelcome touching or closeness of a personal nature, which can encompass leaning over, cornering or pinching;

2) Sexual innuendos, teasing and other sexual talk such as jokes, intimate inquiries, persistent unwanted courting and sexist put-downs or insults.

3) Derogatory remarks, slurs and jokes about a person's national origin, race, color, religion, accent, disability or sexual orientation;

4) Displays of explicit or offensive calendars, posters, pictures, drawings or cartoons which reflect disparagingly upon a class of persons or a particular person;

5) Intimidation or bullying tactics employed against subordinate employees. This may include deliberate and repeated instances of ostracizing or prejudicial treatment amongst peers in work teams.

NON-RETALIATION:

A. This policy prohibits retaliation against employees who bring charges of conduct in violation of this policy or assist in investigating charges, or who report harassing behavior directed at persons other than the employee. Any employee found to have engaged in retaliatory action or behavior will be subject to discipline, up to and including dismissal.

GRIEVANCE/COMPLAINT PROCEDURE:

A. <u>For Discrimination</u>. Anyone who is subject to, or aware of, what he or she believes to be employment-related discrimination may file a complaint with his or her immediate supervisor or another manager.

The complaint should be written unless the complainant, due to a disability, is unable to file written complaint. The complaint should be filed with the agency within 30 calendar days of the alleged act.

Complaints should include the name of the complainant, the name of the persons alleged to have engaged in the prohibited conduct, a specific and detailed description of the conduct that the employee believes is discriminatory, and a description of the remedy the employee desires.

B. For Harassment. Anyone who is subject to or is aware of harassing behavior should report that information immediately to agency management. If at all possible, the report should be made before the behavior becomes severe. The report may be made orally or in writing to the employee's immediate supervisor or to any other management staff member. If the employee prefers, the report may be given to a manager outside the complainant's work unit. Represented employees may have a union steward accompany the employee during this process during regular work hours.

All supervisors and managers will report complaints and incidents immediately to the appropriate officials.

C. Investigation. The recipient of a discrimination or harassment complaint shall promptly forward it to the agency Director, who will coordinate, or delegate responsibility for coordinating, the agency's investigation in consultation with the affected employee's supervisors, excluding any supervisor who is potentially part of the problem. The complaint will be given prompt and thorough attention with an impartial investigation. If the complaint is substantiated, immediate and appropriate corrective action will be taken. The affected parties shall be informed that the investigation has concluded and that immediate appropriate corrective action will be taken. All personnel can be assured that complaints will be taken seriously and will be investigated as necessary. They will be dealt with in a discrete and confidential manner to the extent possible.

1. Nothing in this process precludes any person from filing a formal grievance in accordance with collective bargaining agreement or with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC). Timelines for filing complaints with BOLI and EEOC are different from those established in this policy. Contact them directly for specific guidance on filing a formal grievance with them.

3. Employee And Training Policy:

ODA recognizes that its employees are its greatest resources. Investing in employee development and enhancing employee knowledge, skills and abilities is one of the agency's highest priorities.
Continued professional development and training opportunities ensures that employees are provided with the skills needed to excel in their work, and therefore be retained in the agency.

4. Veteran Preference In Employment:

ODA complies with Oregon's policy on Veteran's preference in Public employment. See link below.

http://www.oregon.gov/DAS/stjobs/Pages/vetpoints.aspx
Reference: OAR 105-040-0015

Appendix B:

1. **Age Discrimination in Employment Act of 1967:**

http://www.eeoc.gov/laws/statutes/adea.cfm

2. **Disability Discrimination Title 1 of the ADA Act of 1990:**

http://www.ada.gov/pubs/ada.htm:

3. **Equal Pay and Compensation Discrimination Equal Pay Act of 1963:**

http://www.eeoc.gov/laws/statutes/epa.cfm

And Title VII of the Civil Rights Act of 1964:

http://www.eeoc.gov/laws/statutes/titlevii.cfm

4. **Genetic Information Nondiscrimination Act of 2008 (GINA):**

http://www.eeoc.gov/laws/statutes/gina.cfm

5. **National Origin Discrimination Title VII of the Civil Rights Act of 1964:**

http://www.eeoc.gov/laws/statutes/titlevii.cfm

The Immigration Reform and Control Act of 1986:

http://www.uscis.gov/ilink/docView/PUBLAW/HTML/PUBLAW/0-0-0-15.html

6. **Pregnancy Discrimination Title VII of the Civil Rights Act of 1964:**
http://www.eeoc.gov/facts/qanda.html

7. **Race/Color Discrimination Title VII of the Civil Rights Act of 1964:**

http://www.eeoc.gov/laws/statutes/titlevii.cfm

8. Retaliation Title VII of the Civil Agency Affirmative Action Policy:

http://www.eeoc.gov/policy/docs/race-color.html#VIIC

9. Sex-base Discrimination Title VII of the Civil Rights Act of 1964:

http://www.eeoc.gov/laws/statutes/titlevii.cfm

10. Sexual Harassment Title VII of the Civil Rights Act of 1964:

http://www.eeoc.gov/laws/statutes/titlevii.cfm

See attachment for detailed data for appendix (B)