

STATE OF OREGON

2007-2009

AFFIRMATIVE ACTION SUMMARY REPORT

presented to

**Governor
Theodore R. Kulongoski**



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September 24, 2007

Affirmative Action Works – Diversity Enriches – Cultural Competency Stabilizes



THEODORE R. KULONGOSKI
OREGON

September 24, 2007

The Honorable Theodore R. Kulongoski
The Governor of Oregon
State Capitol
900 Court Street, NE
Salem, OR 97301-4047

Dear Governor Kulongoski:

It is with great pleasure that we present to you the State of Oregon's 2007-2009 Affirmative Action Summary Report.

This report details the Governor's Affirmative Action Office's (GAAO's) activities and highlights the efforts of state agencies with the most dynamic initiatives and best practices in recruitment, retention and promotion. The report also includes DAS' Risk Management Report showing the annual payments for closed discrimination claims for the last ten years (Fiscal Years 1997-2006). We strive to execute your directive – "discover ways to achieve the rights of all persons to work and advance on the basis of merit, ability and potential."

There is a lot that we are doing to promote best practices to diversify our workforce and improve our workplace environment. This is a journey that we as state government must take to ensure that we become inclusive. The statistics will show the importance of utilization of the tools that are already available.

We continue to promote the importance of "growing" our own talents. Agencies are encouraged to champion promotion from within and reinforce to their employees that GAAO is here when they need someone to talk to outside of their agency.

The Affirmative Action Office would like to thank the Department of Administrative Services' staff for their statistical analysis and Robert Phillips, Affirmative Action Officer from Multnomah County, for his support.

These initiatives will define their agencies as the "Employer of Choice."

Sincerely,

Peggy C. Ross, Director
Governor's Affirmative Action Office

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I. INTRODUCTION

The work of the Affirmative Action Office is guided by federal and state statutes for equal employment opportunity, non-discrimination and affirmative action. Federal and state rules relative to Equal Employment Opportunity and Affirmative Action protect the rights of all individuals to take and maintain a job, engage in all activities of the State and to advance free from discrimination on the basis of race, religion, national origin, age, sex, marital status or disabilities. These statutes and guidelines stipulate that all individuals have the right to lodge a complaint if they feel they have been subject to discrimination, harassment, or retaliation. The Affirmative Action Policy (ORS 659A.012) and a listing of federal legislation and executive orders that affect institutions of higher education are contained in this report. This office has and continues to establish programs and resources that strive to eradicate any existing discriminatory conditions or practices, whether intentional or unintentional.

The following are the ORS' that govern the State and the Governor's Affirmative Action Office staff:

A. **Oregon Revised Statutes (ORS) Chapter 243 Public Employee Rights and Benefits**

Affirmative Action

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

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

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

(2) The legislative and judicial branches shall each select a person to monitor the effectiveness of the branches' affirmative action programs. [195 c.529 §2; 1981 c.436 §2]

**B. Oregon Revised Statutes (ORS) Chapter 659A
Unlawful Discrimination in Employment, Public Accommodation
and Real Property Transactions; Administrative and Civil
Enforcement**

Purpose and Policy

659A.012 State agencies to carry out policy against discrimination in employment; evaluation of supervisors; affirmative action reports. (1) To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisors performance.

(2) To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, age or disability, every state agency shall be required to present the affirmative action objectives and performance of that agency of the current biennium and those for the following biennium to the Governor of the State of Oregon and to the Legislative Assembly. These plans shall be reviewed as part of the budget review process. [Formerly 659.025]

659A.015 Affirmative action reports to include information on contracts to minority businesses. In carrying out the policy of affirmative action, every state agency shall include in this affirmative action reports under ORS 659A.012 information concerning its awards of construction, service and personal service contracts awarded to minority businesses. [Formerly 659.027]

C. Staff

Peggy C. Ross, Director: The primary duty of the director is to direct and monitor affirmative action programs in all state agencies and to implement the public policy stated in ORS 243.315. This will foster work environments that recruit, retain and promote employees who represent the broadest possible spectrum of society, which includes women, minorities, individuals with disabilities, and all other protected classes. The director is constantly engaged with community leaders, local organizations and ethnic groups to promote the state of Oregon as the "Employer of Choice" and to recruit members for state boards and commissions.

Katherine T. Manglona-Santos, Program Manager: The Program Manager assists the Affirmative Action Director with directing and monitoring the Governor's Affirmative Action Program by working with state agencies and state employees. The Program Manager also provides management, executive, administrative, and technical support to programs (e.g., cultural competency, exit interview process, etc.) and the Director by interpreting program policies, reviewing program operations, conducting research and writing reports of findings, including recommendations for change.

Joy B. Howard, Executive Assistant: The Executive Assistant is responsible for internal and external communications, recording and retrieval of data and/or information and other paperwork required in the office. The Executive Assistant tracks and updates the office's statewide and national recruitment resource lists, and shares the observation of ethnic and national celebrations with the affirmative action representatives and other interested groups.

II. MISSION AND OBJECTIVES

A. Mission

The Governor's Affirmative Action Office:

1. Reaffirms the State's policy on nondiscrimination and affirmative action.
2. Identifies state agency goals and reviews their action plans to gauge the employment and retention of employees by race, religion, national origin, age, sex, marital status and disability.
3. Provides program specifics for promoting and encouraging equal employment opportunity and communicates and demonstrates the Governor's commitment to equal employment opportunity and affirmative action principles.

B. Objectives

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

1. Compliance with federal, state and local mandates.
2. Reduction in the number of claims and lawsuits through early intervention and problem solving.
3. Creation of a safe welcoming environment, both physically and mentally.
4. Promotion of the State of Oregon as the "Employer of Choice."
5. The recruitment, retention, promotion and monitoring of the protected classes.
6. Enhancement of the trust and credibility with employees.
7. Cultivation of a strong relationship with ethnic communities and private, public, academic and faith-based organizations.
8. Promotion of accessibility and opportunity in state government for all Oregonians.

III. EXECUTIVE SUMMARY

“I can’t emphasize enough the importance of the relationship to the economy of having a skilled, educated and prepared workforce.”

Governor Theodore R. Kulongoski

The changing demographics of our state has had a tremendous impact on our economy, the way we look internally at our recruitment and hiring practices, and how the public sees our state. This change is driven largely by a dramatic increase in the Hispanic population, which more than doubled between 1990 and 2004 to nearly 10 percent of Oregon’s population. Oregon’s Asian/Pacific Islander and African American populations both increased very slightly over the same period. By contrast, the American Indian population decreased slightly relative to the population as a whole.

The Governor’s Affirmative Action Office (GAAO) has shared some of the best practices in this report to illustrate how agencies are strategic in their efforts to achieve a diverse workforce. The leadership styles may be diverse, but all are based on the ability to powerfully connect with, influence and inspire others to action. The agencies have learned to transform and deliver vision, values, trust, integrity, motivational style, planning, executions and training to their staff.

This report will show how some agencies have developed programs that promote, achieve and value workforce diversity at the core of their business structure. Diversity improves: recruitment, retention and morale, employee relations and productivity, customer relations and agency loyalty. Diversity can also enhance relations with key community leaders, the minority and female workforce and the public at large.

In order to be successful, state agencies must acknowledge the importance and the necessity of diversity and be committed to the development and maintenance of an inclusive environment within their agency. Failure to do so will often result in lower morale, higher turnover, more absenteeism and lower productivity. Statistics are showing that we are not where we want to be at as far as recruitment and promotion of people with disabilities, women and minority. Statistics also show that discrimination claims and payments continue to increase. As stated earlier, we must take this journey to overcome the challenges by following the recommendations we have suggested.

The phrase “Employer of Choice” refers to a workplace where people want to work in a most serious way. An organization becomes an “Employer of Choice” if: it is progressive; it tackles challenges and overcomes obstacles (especially with the seven protected classes: race, religion, national origin, age, sex, marital status and disabilities); it offers opportunities for career growth and development for all employees; it has far-reaching impact; and employees feel good about working there (the physical and mental environment is welcoming and safe.)

The concept of fairness, equality and opportunity has been on the forefront for decades. We can no longer view diversity as us versus them kind of situation in need of a solution. Successful diversity efforts empower employees to give all that they have to offer.

IV. OREGON HISTORY OF AFFIRMATIVE ACTION

Appointments:

July 1, 1975: Affirmative Action was established in the State of Oregon under Governor Robert Straub. Mr. Harold Williams was the first Affirmative Action Director appointed by Governor Robert Straub.

January 1979 – January 1987: Governor Victor G. Atiyeh appointed Ms. Kay Toran as the Affirmative Action Director and Robert Phillips as the Deputy Director.

January 1987 – January 1991: Governor Neil Goldschmidt appointed Ms. Kathleen Sadaat as the Affirmative Action Director.

January 1991 – January 1995: Governor Barbara Roberts appointed Ms. Jeanette Pai as the Affirmative Action Director.

January 1995 – January 2003: Governor John A. Kitzhaber appointed Mr. Raleigh Lewis as the Affirmative Action Director.

January 2003 – Present: Governor Theodore Kulongoski appointed Ms. Peggy C. Ross as the Affirmative Action Director.

Reaffirmation:

January 26, 2005: Governor Theodore Kulongoski repeated the commitment to Affirmative Action by issuing Executive Order 05-01.

“Opportunity lifts Oregonians – of every race and ethnic background – onto the economic ladder, allowing them to learn a skill, find a family wage job, purchase a home, pay for health insurance, and save for college. And opportunity is a message to every Oregonian worried about what tomorrow will bring.”

*– Governor Theodore Kulongoski
2007 Inaugural Address “Opportunity is the Oregon Way”*

V. MILESTONES AND ACCOMPLISHMENTS

The Governor's Affirmative Action Office (GAAO) shares practices and programs designed to yield benefits of heightened awareness, inclusiveness and demonstrated commitment to the principles of equal employment opportunity for all. It is critical that GAAO continues to encourage proponents to continue their work to ensure the rights of all persons to work and advance on the basis of merit, ability, and potential.

The following are examples of some agencies who have demonstrated the above efforts to continue to be the "Employer of Choice."

A. Collaboration with State Agencies

1. Department of Administrative Services (DAS) and Department of Justice (DOJ)

In collaboration with DAS, DOJ and GAAO developed an "Exit Interview" survey tool to be used by all agencies. This was announced by DAS on October 27, 2006 and 24 agencies have used the survey tool as of May 2007. Based on these interviews, DAS will generate a quarterly report to identify key reasons for employment turnovers. This will be an important tracking, measurement and comparison tool for state government.

2. Department of Environmental Quality (DEQ)

In 2006, GAAO worked with DEQ to examine and develop a diversity council. GAAO shared other state agencies' and private organizations' lessons learned in developing their diversity councils.

In addition, GAAO worked with DEQ to continue the showing of the "Color of Fear" video with the following changes or improvement: include a strong facilitator for follow-up on the group discussion, evaluation forms used to assess the video presented, a three month follow-up evaluation of experiences encountered since the video, and a possible six month workshop to talk about the experiences encountered and design next steps.

Finally, DEQ participated in the Leaders of Color Internship Program directed by George Beard with Portland State University's (PSU's) Hatfield School of Government in partnership with Judy Trotter-McAfee, Clackamas County Diversity Manager and Peggy C. Ross, Oregon Governor's Affirmative Action Director. The intern spent 10 weeks working with DEQ on an outreach project in Latino communities.

3. Oregon Department of Transportation (ODOT)

a. Workforce Development – Oregon Transportation Initiative Act III (OTIA III)

In collaboration with ODOT in 2006, OTIA III focused on the implementation of the Regional Workforce Alliance to have a pool of qualified individuals available for entry into apprentice programs for the heavy highway construction trades available for the highway construction industry. Activities of the year have resulted in a significant measure of success. ODOT had 25 qualified pool members, 19 in Region 1 and six in Region 5. At the end of 2006, ODOT experienced an increase in diversity in construction and minority participation from 4.8 percent to 9.8 percent.

b. Workforce Development – Salem/Keizer School District

Based on additional recommendations from Oregon Bridge Delivery Partners (OBPD), the Salem/Keizer School District, the Mid-Willamette Education Consortium and the Willamette Carpenters Training Center agreed to an ODOT funded construction awareness curriculum for the second semester of 2007 in select Salem high schools. The program will benefit the bridge workforce initiative. GAAO office was instrumental in establishing contacts and providing support for this initiative.

c. Small Business Initiatives

OBPD developed and implemented a small business outreach process, which the Office of Civil Rights will use to conduct active and repeated contacts with firms certified as: Disadvantaged Business Enterprise (DBE); Minority Business Enterprise (MBE); Women Business Enterprise (WBE), and/or Emerging Small Business (ESB) with the State of Oregon Office of Minority, Women, and Emerging Small Business (OMWESB.) A total of 12 firms were contacted using an informal phone survey, all of which indicated these efforts were of value. Since ODOT is focusing on the importance of economic stimulus, the link between affirmative action at the workforce level and small business is essential. GAAO office played a key role as part of ODOT's Small Business Initiative which was formed to identify barriers and solutions to issues faced by small businesses in Oregon.

d. Disparity Study

In January 2007, the Office of Civil Rights awarded a contract to MGT Consultants, Inc. to conduct a Disparity Study to determine utilization of minority and women owned firms on transportation projects. GAAO provided support and guidance (the GAAO Director was on previous Oregon State and other State Disparity Studies) by serving as a member and on the Disparity Study Stakeholders Committee.

e. Mentor Protégé Pilot Program

The Office of Civil Rights modified the current ODOT Mentor Protégé program to assist small businesses in learning to successfully compete for prime contract and subcontract awards. The mission of the Mentor Protégé program is to assist small firms in: growing capacity; improving revenues, employment levels, and other indicators to success such as technology enhancement and business plan development. The program received assistance from GAAO in the early stages of development.

B. Programs

1. Affirmative Action Workgroup Sessions

The GAAO convenes a monthly workgroup with State's Affirmative Action Representatives (approximately 25 attend) to encourage resource sharing and to design education and awareness strategies. The workgroup continues to educate and share methods and resources to reduce discrimination, enhance recruitment and retention of the protected classes, and identify patterns of complaints/concerns that are occurring within the agencies and share solutions.

Each Affirmative Action Representative is to communicate to their agency the process for a complaint/concern when received: first speak with the employee and try to resolve the issue; second to collaborate with GAAO when needed.

2. Cultural Competency Assessment/Implementation Services

GAAO defines culture as "How we do things around here." And then GAAO defines Cultural Competency as "Effective communication between human beings across differences in culture."

Cultural Competency Assessment is a proactive management strategy designed to identify best practices and reduce any discriminatory behaviors that may exist. Addressing and achieving cultural competency is an on-going journey, not a destination.

GAAO established a committee comprised of staff from Department of Administrative Services, Department of Consumer and Business Services, State Library and Department of Transportation to announce another Request for Proposal (RFP) for additional consultants in August 2006. The committee identified two consulting firms to continue with the Cultural Competency Assessment/Implementation Services.

The services of these firms will enable state agencies to address: the creation of a climate of increased cultural awareness; appropriately identifying and responding to cultural and language barriers for state 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 a

diverse population of employees; an understanding of the roles of employers and employees in creating a welcoming environment; and the improvement of employee morale.

Becoming culturally competent is the responsibility of an entire agency. The goals of cultural competency must be an ongoing planning process. Remember it is a journey not a destination!

3. Facilitation of Video Viewing on Racism

Encourage agencies to use experienced facilitators to show the films “The Color of Fear” and “The Last Chance of Eden.” These films portray race relations in America as seen through the eyes of people from different ethnicities by Lee Mun Wah. A nationally acclaimed lecturer and trainer, Lee Mun Wah is the Executive Director and founder of StirFry Seminars. He is a Chinese American community therapist, documentary filmmaker, educator, performing poet, Asian Folkteller and author. For over 25 years, he taught Special Education in the San Francisco Unified School District as a Resource Specialist. As a teacher, he authored Satori Programs, a comprehensive phonics, reading and math program for at risk students with learning disabilities.

4. Interview Panel Cultural Awareness Training

GAAO is currently working to establish cultural awareness training for interview panelists prior to the interview process. GAAO identified that state agencies can have a diverse panel; however; GAAO also wants panelist that have acknowledged their biases. GAAO wants the panelists to remain objective throughout the process, not letting personal feelings about eye contact, hand shakes, types of disabilities, etc., influence their judgment.

C. Recruitment

1. Boards and Commission

As GAAO has encountered people, who show interest, we have been sending new Board and Commission prospects to Nancy Goss-Duran, the Governor’s Executive Appointments Director. The majority of prospects would increase the pool of diverse candidates from which the Governor can select. GAAO currently has a system in place with Nancy to track follow-up phone calls and letters to prospective board and commission members. After appointments have been confirmed GAAO sends out congratulatory letters to people of color and women.

Since Governor Kulongoski came into office, the numbers of appointments of minority populations have steadily increased as follows:

Ethnic Group	Members as of 2004	Members from 2004 - 2007
African American	9	39
Asian/Pacific Islander	10	55
Hispanic	17	72
Women	224	895

As of June 13, 2007, 39 people have indicated other/multiracial on their application form, up from nine members as of 2004. Also, as of June 13, 2007, 103 people did not identify race on their application.

2. Community Engagements

Continue to build trust within communities by working and developing key relationships with private, public, academic and faith-based organizations, ethnic chambers, Tribes and other communities to improve outreach. These relationships allow GAAO staff to speak at their meetings, encourage these groups to apply for jobs at the state, and join State Boards and Commissions.

A list of community and outreach events GAAO staff have attended representing the Governor and the State of Oregon is on pages 50-55.

3. Agency Recruitment Programs

a. Department of Administrative Services (DAS)

State Employment Application Tips (SEAT)

This training is designed to learn about: benefits of state employment; job announcements using the DAS website; filling out the PD100 Employment Application; helpful hints for writing exam responses; application and examination notices; and interview preparation/tips.

b. Oregon Employment Department

iMatchSkills

iMatchSkills is a service of the Oregon Employment Department. It is designed to connect businesses and job seekers in Oregon. The Employment Department recruitment team will continue to make contact with colleges, universities and community colleges to market the state's job openings under their agency's website.

c. Department of Revenue

Careers Opportunity and Information Networking Session (COINS)

The Department of Revenue continues to conduct Career Opportunity and Networking Sessions (COINS.) COINS encourages diversity recruitment by sending flyers to multi-cultural groups, libraries, DAS, Employment Department, and local newspapers. COINS tracks the

responses generated from advertising, how many respondents interviewed for positions, and how many respondents were hired.

d. Oregon State Police

Community Activity and Recruitment Efforts

The Oregon State Police made numerous outreach efforts throughout the community in its sworn recruitment efforts. Their recruitment efforts consisted of the following: Portland Job Fair (including outdoor and sports shows), recruitment outreach in Central Point, Medford and Coos Bay, campus visits to University of Oregon, Oregon State University and Western Oregon University; local print media recruitment advertising and follow-up on site testing in Salem, Springfield, Central Point, Bend, The Dalles, Pendleton, LaGrande and Ontario; displays at Oregon State Fair job posting on the states' website; and networking with military personnel in the region.

4. Internship Program

a. GenerationNext

GenerationNext was created in 2006 as the *Leaders of Color* program directed by George Beard with Portland State University's (PSU's) Hatfield School of Government in partnership with Judy Trotter-McAfee, Clackamas County Diversity Manager and Peggy C. Ross, Oregon Governor's Affirmative Action Director.

GenerationNext is a diversity program aimed at developing next generation managers and leaders for the public sectors. GenerationNext recruits students of color from Oregon and nationally who will be college seniors and graduate students by the end of spring term. Clackamas County hired an intern from the program.

DEQ was the only state agency that participated in the internship program. The intern worked with building relationships with the Latino community.

b. Professional and Managerial Internships in State Employment (PROMISE)

The state of Oregon PROMISE Program is an internship program designed to provide professional, managerial, and technical paid work experience in state employment for Oregon Health & Science University, Oregon State University, Portland State University, University of Oregon, Western Oregon University, and Willamette University students. The purpose of the program is to increase the potential pool of applicants currently underrepresented in state employment.

PROMISE provides opportunities to increase diversity and diversity awareness for participating departments and agencies. Students receive a unique opportunity to gain job experience at a critical stage of their career planning. PROMISE underscores the link between a college degree and employment in a positive way and represents a model for how employers can work with higher education to recruit and retain racial/ethnic minorities.

PROMISE benefits: Students get exposure to state and local government, public sector agencies are provided with a tool to enhance the recruitment of a diverse workforce, and important and meaningful projects are accomplished.

Twelve students from other state universities and colleges participated in the 2006 program.

5. Job Fairs

GAAO continues to encourage all state agencies to participate and work with DAS' Job Fair Representative. The representative communicates information about upcoming fairs and coordinates the events that allow agencies to share booths and reduce costs. These fairs present opportunities for agencies to highlight career opportunities within their agency and emphasize the importance of diverse employment within state government.

6. Non-Traditional Outreach

GAAO continues to build relationships through non-traditional outreach to ethnic chambers and communities, Oregon Tribes, faith based institutions, ethnic sororities and fraternities, and other organizations throughout the state. We have formed partnerships with private and public entities statewide and nationally. GAAO is currently sending only management job and board/commission opportunities in state and out of state where appropriate. The organizations we have identified so far are (these lists are on-going):

In State

- Advocacy Commissions
- Ethnic Chambers
- Disability Organizations
- Ethnic Sororities and Fraternities
- Faith Based Institutions
- Oregon Tribes
- Professional Women's Organizations

Out of State

- Disability Organizations
- Ethnic Professional Organizations
- Ethnic Sororities and Fraternities
- Historical Black Colleges
- Professional Women's Organizations

D. Training and Speaking Engagements

The following are two of the many speaking engagement we have delivered. Please see pages 50-55 for a complete list.

1. Four Generations in the Workplace

The GAAO Director in collaboration with Judy Trotter-McAfee, Clackamas County's Diversity Manager presented the workshop to show the effects of four generations (Silent Generation, Baby Boomers, Generation X and Generation Y) in the workplace. This workshop is presented in state sponsored diversity training conferences, seminars and to national conferences. This workshop is not designed to be lecture-driven, talking heads presentation, but they are interactive. It is dynamic, and from the beginning will engage participants in exploring their own responses to cross-generational issues, evaluating their behavior in the workplace, and developing tools and responses for communicating in a positive and effective manner.

The takeaway tools are the participants' self-assessment and a specific action plan developed in the workshop. Supervisors and managers will have identified resources and best practices for creating more productive and empowered workgroups.

2. Oregon's Women's Lawyers (OWLS)

a. Presentation

In December 2005, GAAO Director spoke at Oregon Women's Lawyers (OWLS) annual luncheon on "The State of Oregon's Affirmative Action Journey." The OWLS is predominantly a group of female lawyers from the public and private sector and law students from Oregon universities.

The presentation consisted of the following: What does the Governor's Affirmative Action Office do? What is the impact of this office? What are the statistics in Oregon? How does this office involve the public?

b. Training

The GAAO Director presented a training "Workplace Issues Associated with Diversity and Effective Communication" to OWLS. The training defined and explored the various dimensions of diversity; heightens knowledge and comfort levels to deal with differences; gains an awareness and sensitivity about cultural identity and the impact it has on others; enhances skills in dealing effectively with people of

various backgrounds; and increases knowledge about the impact of diversity on behavior.

E. Welcoming Environment

The GAAO knows that if we make the workplace environment more welcoming, safe, stable and accessible we can attract a more diverse applicant pool. Ways to showcase this is through diverse: art, media publication (printed and electronic), signage, and by being more aware and inclusive.

The GAAO has received diverse art work from Oregon Youth Authority's (OYA's) MacLaren School to showcase in our office.

VI. RECRUITMENT, NETWORKING, OUTREACH AND SUCCESSION PLANNING

The following agencies have adopted innovative strategies that are effective in preparing for the dramatic changes in the workforce:

A. Department of Consumer and Business Services (DCBS)

DCBS' participation in networking and outreach activities has been the most effective way to encourage people of color, individuals with disabilities, and women to apply for its recruitment opportunities. The following services are provided to job seekers: informational interviews; PD100/resume review for minimum qualifications; do mock interviews; and guidance in writing private sector job experience to meet public sector requirements.

DCBS' Recruitment and Outreach Diversity Council will continue their efforts to market DCBS as the "Employer of Choice" through creative recruitment strategies and networking, and to attract and increase the applicant pools that reflect the diversity of the communities it serves. Division representatives on the council will continue to focus on outreach efforts to grow its council's representation of people of color, individuals with disabilities, and women at DCBS.

DCBS continues to provide outreach and offer career placement assistance to people of color, individuals with disabilities, and women. DCBS will continue its efforts toward building a work environment that is respectful and accepting of employees' differences. This makes it attractive to a diverse pool of applicants and current employees.

B. Oregon Employment Department

The agency is restructuring the Diversity Council to serve as a standing committee that is focused on facilitating the diversification of its workforce. The purpose of the Diversity Council is to assist the agency in achieving its mission. It also serves to improve customer service in all areas of recruitment services, organizational development, and employee training by: promoting diversity and affirmative action in the workplace; moving the agency forward in its efforts to become culturally competent; recommending strategies for the diversity training opportunities; and reviewing selected policies and processes.

C. Department of Environmental Quality (DEQ)

As part of DEQ's 2007-2009 Affirmative Action Plan, the agency will complete the State's Cultural Competence Assessment. This assessment will help determine where DEQ's culture lies in the spectrum of culturally unaware to culturally competent. Based on the completed assessment, the agency will develop a plan that will focus on: greater awareness among the members of DEQ's workforce;

changes to policy and practices to enhance effective communication and utilize differing strengths; design and implementation of an effective intervention with a diverse or specific cultural community.

In order to provide a welcoming environment, DEQ continues to provide training opportunities to increase staff to work with various multicultural groups such as brownbag discussions, related workshops, and educational tools and games. DEQ will also continue to offer the viewing of “Color of Fear” to employees and follow up by an open dialogue.

D. Oregon Department of Forestry (ODF)

A significant number of ODF employees in key positions will retire in the next few years. This can potentially result in the loss of essential skills, abilities and institutional knowledge. Historically, the agency has focused on a replacement approach, reacting to vacancies to fill a specific need. Succession planning is very proactive at ODF. They are creating a pool of people to support the organization’s growth in the future. It is based on general competencies and a highly flexible approach to meet constantly changing future challenges.

1. Succession at Forestry – Succession planning for nine years:
 - a. Strategic Organizational Management Group.
 - b. Leadership Commitment vs. Support.
 - c. Sound strategic planning to identify future trends and workforce needs.
 - d. Core of succession planning is talent and career development.

2. Lessons Learned:
 - a. Creating a “Learning Culture” requires the efforts from everyone to make it successful.
 - b. Create a balance between what employees want and organizational goals.
 - c. Find ways to continuously train, motivate and create a sense of belonging for younger workers.
 - d. Make it okay to work on future career development while maintaining a person’s current job.
 - e. A primary role of managers is to constantly develop the skills of employees through coaching and planning.

E. State Library

The Library is increasing the knowledge and skills of its employees and managers by creating a welcoming environment to work effectively with co-workers and patrons with diverse backgrounds or disabilities through training and employee developmental activities.

The agency created a standing Library Council committee on Cultural Competence to coordinate long term implementation of the Cultural Competence Initiative by: completing initial team discussion on the state of cultural competency at the State Library and ways to provide more culturally competent

services; showing diversity videos and discussion for State Library staff and other interested state employees; implementing Training and Development Plans for all employees which supports the career advancement and success of the agency's diverse workforce through personal planning and mentoring.

F. Board of Nursing Home Administrators

The Board of Nursing Home Administrators, with only one full-time employee, has established a strong succession plan. The plan establishes policies to accommodate expansion of staff and board members for the future. The Board is committed to ensuring that all efforts to promote the equal employment opportunity and affirmative action objectives of the agency by ensuring that their policies such as: Employee Training and Education; Non-Discrimination and Workplace Harassment Policy; and ADA/Reasonable Accommodation Policy are established and enforced.

G. Department of Revenue

The Department of Revenue's Workforce Environmental Council (WEC) developed strategies that focus on enhancing the work environment. The purpose of the WEC is to develop and sustain a welcoming work environment where employees have the opportunity to learn, grow and be challenged. WEC will continue to coordinate the agency's participation in conferences and seminars to provide a balance between personal and professional growth.

H. Public Utility Commission (PUC)

In order for PUC to remain proactive in supporting diversity and affirmative action goals, PUC Human Resources actively participates in training conducted through: Oregon State Personnel Managers Association; Oregon Department of Justice; Northwest Society of Human Resource Management Association; Oregon Business Leadership Network; Northwest ADA & IT Center; and Northwest EEO/Affirmative Action Association. PUC Human Resources also participates in recruitment training opportunities to increase the agency's effectiveness in attracting and retaining staff. PUC will continue these efforts in the coming biennium, with emphasis on training opportunities to improve outreach and recruitment strategies primarily for people of color and persons with disabilities.

PUC staff interacts regularly with the deaf and hard-of-hearing population and staff is encouraged to attend American Sign Language (ASL) classes to acquire sign language skills and learn to communicate with their client and customer base. Additionally, ASL classes assist PUC employees to develop deaf culture awareness and educate them on telecommunications equality for deaf and hard-of-hearing citizens.

I. Department of Transportation (ODOT)

As diversity grows within ODOT's workforce, so does the need for education and awareness to increase mutual respect among its employees. Workforce education is a continuous process with the three-fold objective of improving the internal work environment, improving the inclusiveness of under-represented persons in ODOT's employment community, and improving customer service to a growing and diverse customer base.

The five-year trend depicted in the overall demographic composition of ODOT's workforce has not changed to reflect the changing demographics of the state. Given the increase of the average age (47-48 years) of the workforce, significant challenges face ODOT to retain business, institutional knowledge and expertise within its ranks. The following strategies are in place to meet ODOT's workforce needs:

1. Advertising and marketing ODOT's career opportunities to multi-generational communities, women, minorities, and communities of persons with disabilities.
 - a. Support outreach events from an annual schedule including: school, civic, and community events in a local vicinity with volunteer managers and employees.
2. Education of workforce – Cultural competency and respectful work environment:
 - a. Schedule and deliver educational classes on diversity, workplace harassment and disability awareness.
 - b. Offer technical assistance to managers.
3. Retention – Equity, equality, and economic opportunity in career advancement opportunities:
 - a. Encourage career development with minority, female, and disabled employees.
 - b. Offer job rotation and development opportunities.
 - c. Retain and promote qualified employees.
4. Recruitment and Selection:
 - a. Encourage employees to recruit qualified applicants for the agency.
 - b. Ensure interview panels are inclusive of gender, age, disability and ethnic diversity.
 - c. Provide equal employment opportunity to all applicants; hire affirmative action candidates when they are the best qualified.

VII. REPORTS

Affirmative Action within the State of Oregon has experienced tremendous success in some areas and agencies still have areas to address. Agencies cannot afford to lose ground. To build on the successes, agencies must continue to design and implement strategies that will propel values of equity and fairness. GAAO continues to monitor claims against state agencies to assess the patterns and trends of discrimination claims. From these reports GAAO evaluates and recommends appropriate training and share best practices to eliminate repeating past missteps.

A. Exit Interviews

The GAAO collaborated with Department of Administrative Services (DAS) and Department of Justice (DOJ) to design an exit interview to be used by all agencies. DAS has completed the Exit Interview process summary and approximately 24 agencies are utilizing the online survey (SurveyMonkey.com.) In October 2006, an announcement was sent to Human Resources Managers with instructions to inform employees who are transferring to another agency, leaving the state or terminated to use the survey. This way GAAO and agencies can start tracking patterns in order to have a baseline for the future.

B. Bureau of Labor and Industries (BOLI)

The GAAO continues to review and compile data to assess the patterns of discrimination claims against state agencies from BOLI's report. This data will be used by the agencies to identify trends to address solutions.

C. Department of Administrative Services (DAS)

The GAAO continues to review DAS' Risk Management Reports on state agencies and compile data to assess the patterns of discrimination claims and the fiscal impact on the state. This information will be shared semi-annually with agency heads and policy advisors.

D. Trial Service Employees (report from DAS)

The GAAO now has the ability to start tracking trial service employees who are being let go before their six month trial services is up. The report will identify if agencies have high number of employees being release before their trial services is complete. When we identify this pattern we will be addressing this concern with the agencies.

E. State Recruitment Improvement Project (SRIP)

The data received from this report will identify the total number of applicants under the protected classes and the report will also capture the number of disabled applicants and Veterans and Disabled Veterans. The report will address specific

classifications, groups of classifications, and agency wide classifications. An additional report will also be available to determine where the protected classes learn about, hear about and apply for state jobs. Agencies must keep in mind where the applicant stated “where they learned or heard about the job opportunity is not always the origin” (e.g., heard from a friend – friend actual heard from an ethnic media.) As agencies learn more about where potential employees obtained the job referrals, agencies will have the ability to market or advertise using the media that the protected classes chose to obtain information from.

F. Dept. of Administrative Services Division, Risk Management (Charts 22-26)

The following charts and data will summarize the employment discrimination claims that have been settled and paid out by the State of Oregon from Fiscal Years 1997-2006.

1. Claims Closed During Fiscal Years 1997-2006

These charts show an annual breakdown of the number of claims, claims paid and legal fees paid on annual basis. See Page 22.

2. Cost Summary by Cause Closed During Fiscal Years 1997-2006

The charts and data summarize the cost of discrimination claims by fiscal years 2002-2006 compared to fiscal years 1997-2001. The chart shows that there are some significant decreases in claimant payments while increases in other discrimination claims. See Page 23.

3. Number Summary of Claims Summary by Cause of Claims Closed During Fiscal Years 1997-2006

The charts and data summarize the number of discrimination claims by fiscal years 2002-2006 compared to fiscal years 1997-2001. The chart shows that there are some significant decreases in discrimination claims while increases in other discrimination claims. See Page 24.

4. Agency Summary by Number and Cost of Claims Closed During Fiscal Years 1997-2006

The charts and data reflect the cost and percentage of closed claims from fiscal years 2002-2006 in comparison to fiscal years 1997-2001 for four agencies who have paid out the most in discrimination claims. The chart also compared to Oregon University System and the combined state agencies for fiscal years 2002-2006 and fiscal years 1997-2001. Agencies depicted in the charts paid out over one million in discrimination claims for fiscal years 1997-2006. See Page 25.

5. Discrimination Claim Outcomes

The chart and data summarize the discrimination claims paid out. Within the fiscal years 2000-2006, the State of Oregon paid \$5,868,681 in legal fees defending against discrimination claims and paid out \$7,697,025 in discrimination claims to claimants. From fiscal years 2000-2006 the State of Oregon paid out a total of \$13,565,706. See Page 26.

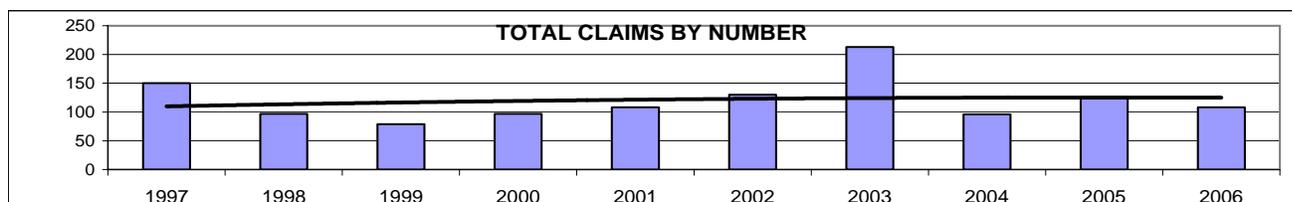
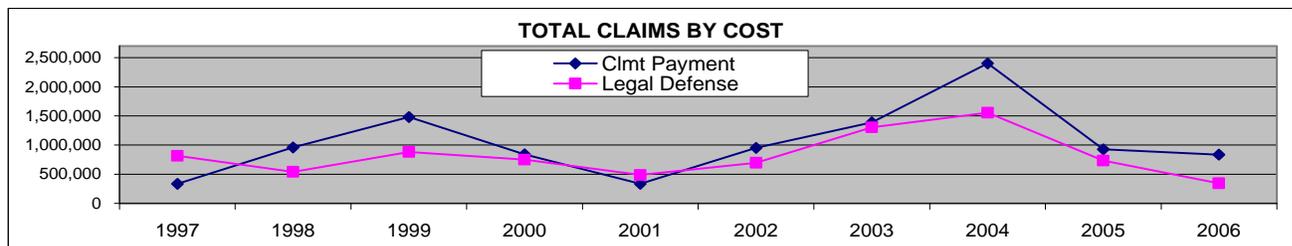
The following charts are designed to highlight patterns within the data from the Department of Administrative Services (DAS) Division, Risk Management claims report from the years of 1997-2006. The charts are not formulated to draw attention to a specific agency, or specific area of interest, instead their purpose is to serve as an overview of the more dominant patterns found within the report. Currently DAS Division, Risk Management is limited to capturing one code per claim which does not provide an accurate picture.

Claims Closed during Fiscal Years 1997-2006

Fiscal Year	Age Discrimination				Disability Discrimination				Injured Worker Discrimination			
	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
1997	10	6,000	91,587	97,587	34	81,585	208,595	290,180	2	10,000	5,915	15,915
1998	6	23,576	0	23,576	20	20,000	60,352	80,352	6	144,077	84,114	228,191
1999	3	0	48,079	48,079	15	90,312	144,186	234,498	3	7,000	0	7,000
2000	3	0	0	0	21	273,239	181,689	454,928	3	0	0	0
2001	11	(297)	29,344	29,047	18	63,381	105,471	168,852	3	5,000	0	5,000
2002	7	0	57,222	57,222	31	239,944	159,680	399,625	9	5,000	1,291	6,291
2003	9	0	6,166	6,166	42	48,200	321,229	369,429	11	110,831	15,371	126,202
2004	5	9,000	82,694	91,694	22	3,297	423,446	426,743	3	17,500	5,592	23,092
2005	5	25,000	39,215	64,215	24	221,628	95,831	317,460	9	101,000	107,474	208,474
2006	3	0	0	0	26	56,710	135,483	192,193	4	55,000	0	55,000

Fiscal Year	Race, National Origin, Color Discr.				Religious Discrimination				Retaliation			
	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
1997	29	61,333	138,497	199,830	11	50,000	65,239	115,239	21	28,000	109,332	137,332
1998	21	527,469	250,934	778,403	9	136,374	78,604	214,978	16	5,500	0	5,500
1999	17	50,144	106,443	156,587	16	11,500	37,100	48,600	9	1,102,200	417,505	1,519,705
2000	21	441,299	229,249	670,548	13	0	20,933	20,933	12	5,833	178,733	184,566
2001	20	92,470	78,379	170,849	4	0	0	0	25	137,278	83,402	220,680
2002	20	30,000	148,979	178,979	11	5,000	36,188	41,188	32	55,000	97,604	152,604
2003	26	184,600	353,105	537,705	12	0	25,992	25,992	61	299,387	563,000	862,387
2004	21	586,301	193,076	779,377	9	5,913	58,201	64,114	20	1,155,000	316,996	1,471,996
2005	16	43,084	273,016	316,100	11	8,500	95,552	104,052	25	25,570	72,961	98,531
2006	19	109,953	37,055	147,008	10	0	12,342	12,342	25	35,129	42,723	77,852

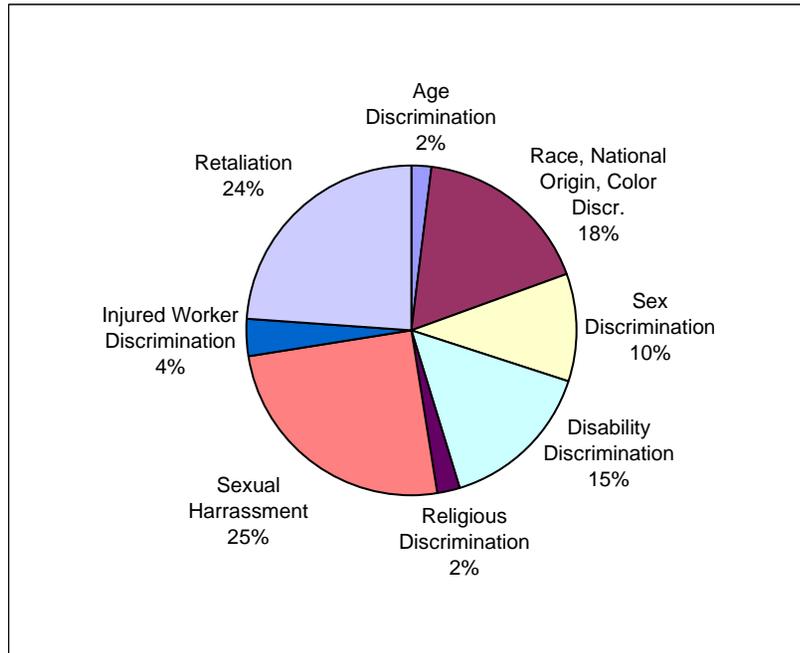
Fiscal Year	Sex Discrimination				Sexual Harrassment				TOTAL CLAIMS by FISCAL YEAR			
	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
1997	11	0	7,701	7,701	32	99,037	191,342	290,378	150	335,954	818,208	1,154,162
1998	10	78,125	47,947	126,072	9	25,000	20,368	45,368	97	960,120	542,319	1,502,439
1999	3	0	13,855	13,855	13	221,500	114,494	335,994	79	1,482,656	881,663	2,364,318
2000	11	84,813	63,156	147,969	13	34,250	76,159	110,409	97	839,434	749,920	1,589,354
2001	16	38,615	164,141	202,756	11	0	26,176	26,176	108	336,447	486,914	823,361
2002	6	84,000	2,685	86,685	14	533,165	195,892	729,057	130	952,109	699,542	1,651,651
2003	13	0	20,412	20,412	39	749,750	0	749,750	213	1,392,769	1,305,274	2,698,043
2004	10	425,752	371,991	797,743	6	199,250	102,036	301,286	96	2,402,013	1,554,032	3,956,044
2005	14	29,500	13,803	43,303	22	473,500	38,347	511,847	126	927,782	736,200	1,663,983
2006	9	133,586	85,481	219,067	12	448,500	31,309	479,809	108	838,878	344,392	1,183,270
									1204	10,468,162	8,118,463	18,586,625



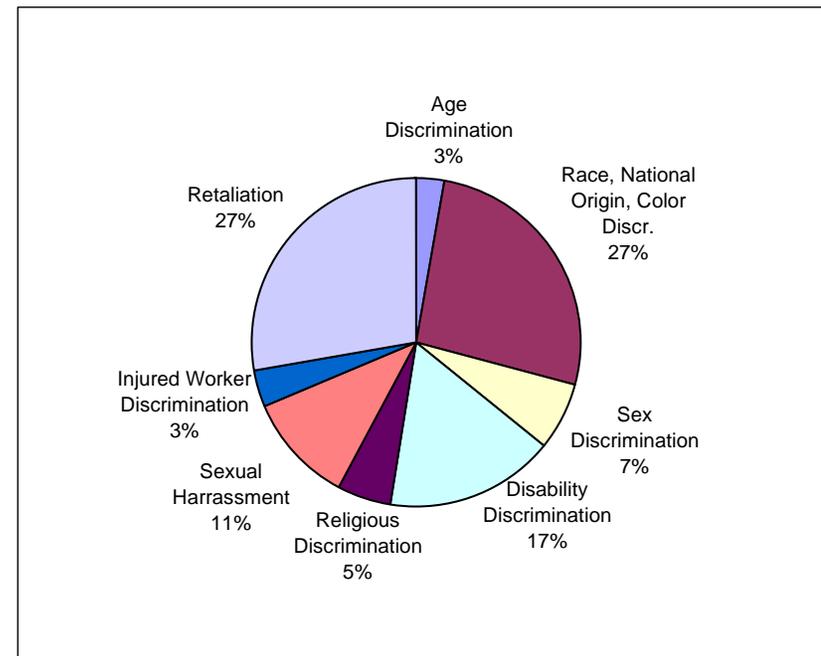
COST SUMMARY by CAUSE of Claims Closed During Fiscal Years 1997-2006

Fiscal Year	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
Age Discrimination												
1997-2001	33	29,279	169,010	198,289	108	528,517	700,293	1,228,810	17	166,077	90,029	256,106
2002-06	29	34,000	185,297	219,297	145	569,779	1,135,670	1,705,449	36	289,331	129,728	419,059
	62	63,279	354,307	417,586	253	1,098,297	1,835,962	2,934,259	53	455,408	219,757	675,165
Disability Discrimination												
1997-2001	108	1,172,714	803,502	1,976,216	53	197,874	201,877	399,750	83	1,278,810	788,972	2,067,782
2002-06	102	953,938	1,005,231	1,959,169	53	19,413	228,274	247,688	163	1,570,086	1,093,285	2,663,371
	210	2,126,653	1,808,733	3,935,386	106	217,287	430,151	647,438	246	2,848,897	1,882,257	4,731,153
Injured Worker Discrimination												
1997-2001	51	201,552	296,801	498,353	78	379,787	428,539	808,326	531	3,954,611	3,479,023	7,433,634
2002-06	52	672,838	494,372	1,167,210	93	2,404,165	367,584	2,771,749	673	6,513,551	4,639,440	11,152,991
	103	874,390	791,173	1,665,563	171	2,783,952	796,123	3,580,075	1204	10,468,162	8,118,463	18,586,625
Religious Discrimination												
1997-2001	53	197,874	201,877	399,750	53	19,413	228,274	247,688	246	2,848,897	1,882,257	4,731,153
2002-06	53	19,413	228,274	247,688	106	217,287	430,151	647,438	246	2,848,897	1,882,257	4,731,153
Retaliation												
1997-2001	51	201,552	296,801	498,353	78	379,787	428,539	808,326	531	3,954,611	3,479,023	7,433,634
2002-06	52	672,838	494,372	1,167,210	93	2,404,165	367,584	2,771,749	673	6,513,551	4,639,440	11,152,991
	103	874,390	791,173	1,665,563	171	2,783,952	796,123	3,580,075	1204	10,468,162	8,118,463	18,586,625
Sex Discrimination												
1997-2001	51	201,552	296,801	498,353	78	379,787	428,539	808,326	531	3,954,611	3,479,023	7,433,634
2002-06	52	672,838	494,372	1,167,210	93	2,404,165	367,584	2,771,749	673	6,513,551	4,639,440	11,152,991
	103	874,390	791,173	1,665,563	171	2,783,952	796,123	3,580,075	1204	10,468,162	8,118,463	18,586,625
Sexual Harrassment												
1997-2001	51	201,552	296,801	498,353	78	379,787	428,539	808,326	531	3,954,611	3,479,023	7,433,634
2002-06	52	672,838	494,372	1,167,210	93	2,404,165	367,584	2,771,749	673	6,513,551	4,639,440	11,152,991
	103	874,390	791,173	1,665,563	171	2,783,952	796,123	3,580,075	1204	10,468,162	8,118,463	18,586,625
TOTAL CLAIMS												
										56%	44%	100%

Percentage of Claims Closed During Fiscal Years 2002-2006



Percentage of Claims Closed During Fiscal Years 1997-2001



Description: The above charts and data summarize the cost of discrimination claims by fiscal years 2002-2006 compared to fiscal years 1997-2001. The charts show that there are some significant decreases in claimant payments while increases in other discrimination claims.

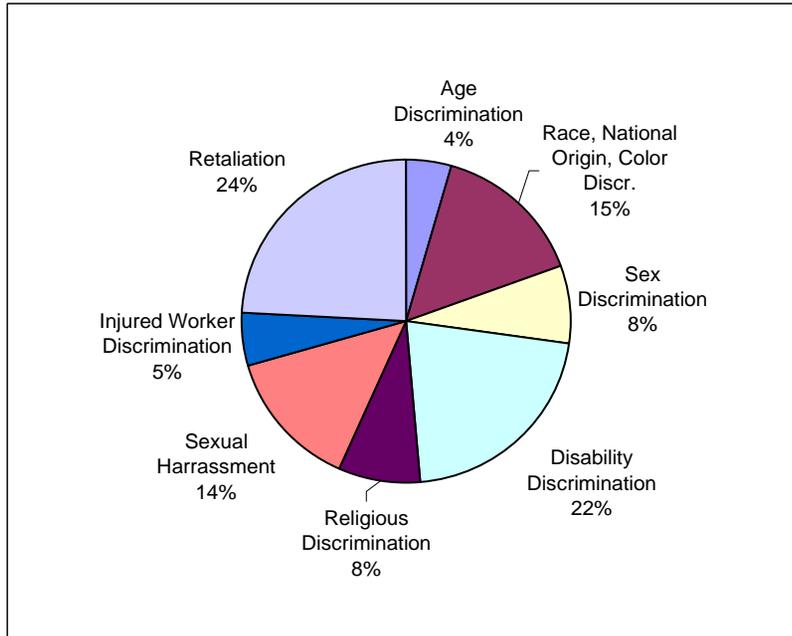
NUMBER OF CLAIMS SUMMARY by CAUSE of Claims Closed During Fiscal Years 1997-2006

Fiscal Year	Age Discrimination				Disability Discrimination				Injured Worker Discrimination			
	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
1997-2001	33	29,279	169,010	198,289	108	528,517	700,293	1,228,810	17	166,077	90,029	256,106
2002-06	29	34,000	185,297	219,297	145	569,779	1,135,670	1,705,449	36	289,331	129,728	419,059
	62	63,279	354,307	417,586	253	1,098,297	1,835,962	2,934,259	53	455,408	219,757	675,165

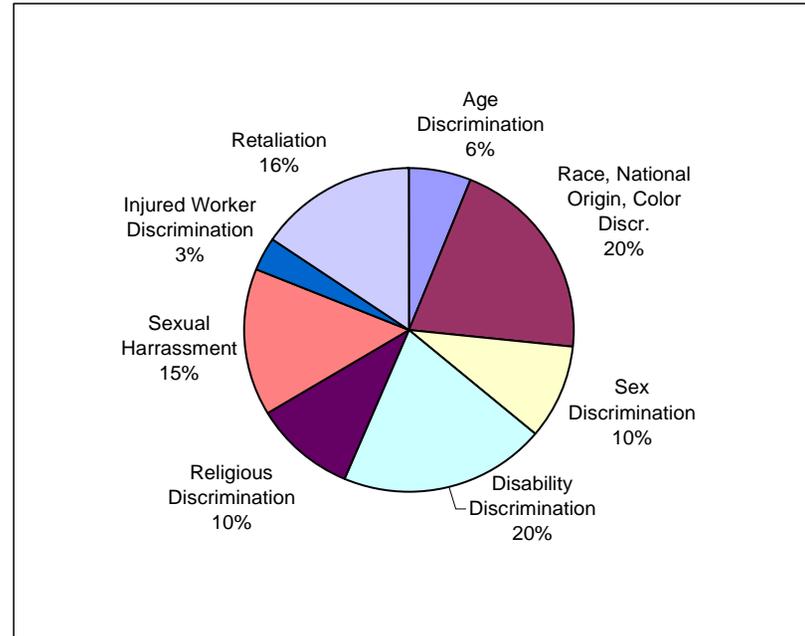
Fiscal Year	Race, National Origin, Color Discr.				Religious Discrimination				Retaliation			
	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
1997-2001	108	1,172,714	803,502	1,976,216	53	197,874	201,877	399,750	83	1,278,810	788,972	2,067,782
2002-06	102	953,938	1,005,231	1,959,169	53	19,413	228,274	247,688	163	1,570,086	1,093,285	2,663,371
	210	2,126,653	1,808,733	3,935,386	106	217,287	430,151	647,438	246	2,848,897	1,882,257	4,731,153

Fiscal Year	Sex Discrimination				Sexual Harrassment				TOTAL CLAIMS			
	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
1997-2001	51	201,552	296,801	498,353	78	379,787	428,539	808,326	531	3,954,611	3,479,023	7,433,634
2002-06	52	672,838	494,372	1,167,210	93	2,404,165	367,584	2,771,749	673	6,513,551	4,639,440	11,152,991
	103	874,390	791,173	1,665,563	171	2,783,952	796,123	3,580,075	1204	10,468,162	8,118,463	18,586,625
										56%	44%	100%

Percentage Closed During Fiscal Years 2002-2006



Percentage Closed During Fiscal Years 1997-2001



Description: The above charts and data summarize the number of discrimination claims by fiscal years 2002-2006 compared to fiscal years 1997-2001. The charts show that there are some significant decreases in discrimination claims while increases in other discrimination claims.

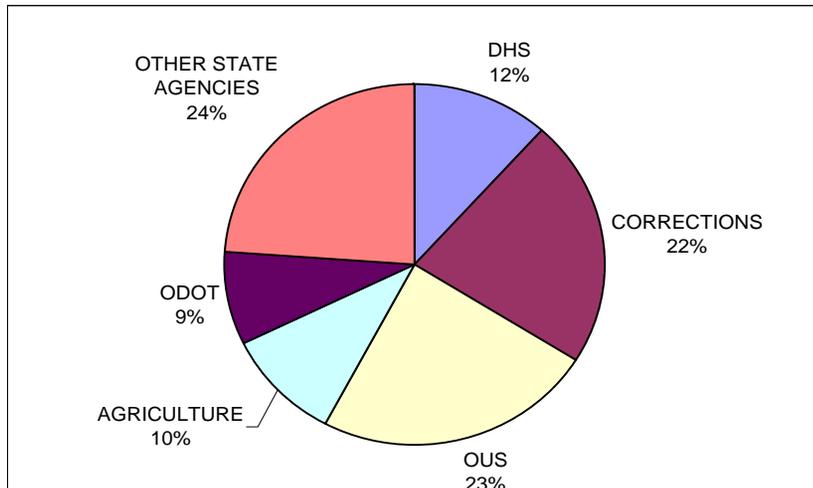
AGENCY SUMMARY by NUMBER and by COST of Claims Closed During Fiscal Years 1997-2006

Fiscal Years	DEPT OF HUMAN SERVICES				DEPT OF CORRECTIONS				OREGON UNIVERSTY SYSTEM			
	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
1997-2001	90	511,539	463,930	975,469	184	945,307	771,852	1,717,159	53	1,193,539	792,332	1,985,870
2002-2006	86	478,695	721,961	1,200,656	294	1,790,699	616,418	2,407,117	79	1,576,434	901,420	2,477,854
	176	990,234	1,185,891	2,176,125	478	2,736,006	1,388,270	4,124,277	132	2,769,972	1,693,752	4,463,725

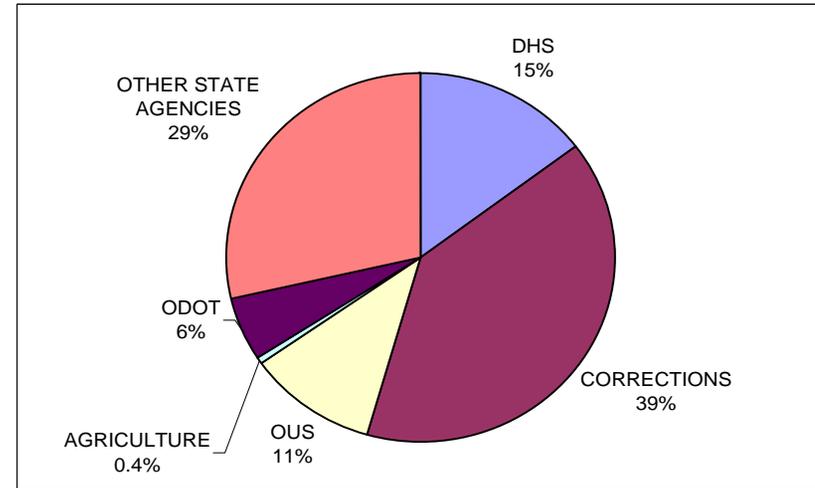
Fiscal Years	DEPT OF AGRICULTURE				OREGON DEPT OF TRANSPORTATION				OTHER STATE AGENCIES			
	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total	No. of Claims	Clmt Payment	Legal Defense	Total
1997-2001	3	441,299	145,626	586,925	27	210,582	201,013	411,595	174	652,345	1,104,270	1,756,615
2002-2006	2	1,105,000	117,166	1,222,166	40	657,908	513,829	1,171,737	172	904,815	1,768,645	2,673,460
	5	1,546,299	262,793	1,809,091	67	868,490	714,842	1,583,332	346	1,557,160	2,872,915	4,430,075

	COST	NUMBER		FI YRS	TOTAL STATE CLAIMS
DHS	2,176,125	176		1997-2001	531 3,954,611 3,479,023 7,433,634
CORRECTIONS	4,124,277	478		2002-06	673 6,513,551 4,639,440 11,152,991
OUS	4,463,725	132			1204 10,468,162 8,118,463 18,586,625
AGRICULTURE	1,809,091	5			
ODOT	1,583,332	67			
OTHER STATE AGENCIES	4,430,075	346			
	18,586,625	1,204			

Percentage of Closed Claims During Fiscal Years 2002-2006



Percentage Closed During Fiscal Years 1997-2001



Description: The above charts and data reflects the cost and percentage of closed claims from fiscal years 2002-2006 in comparison to fiscal years 1997-2001 for four agencies who have paid out the most in discrimination claims. The charts also compare Oregon University System and the combined state agencies for fiscal years 2002-2006 and fiscal years 1997-2001. Agencies depicted in the charts paid out over one million dollars in discrimination claims for fiscal years 1997-2006.

Discrimination Claim Outcomes

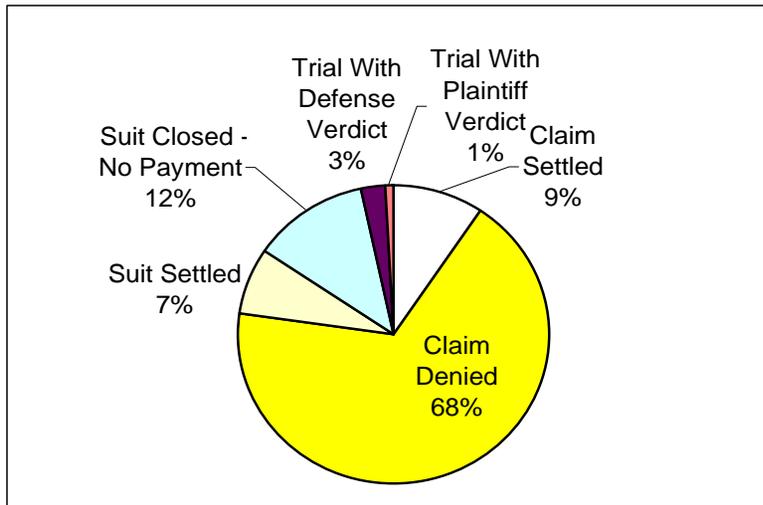
Claims Closed During Fiscal Years 2000-2006

Claim Outcome	Claim Count	Clmt Payment	Legal Defense	TOTAL COST
Claim Settled	83	2,006,614	394,501	2,401,115
Claim Denied	595	0	122,443	122,443
Suit Settled	63	2,746,813	1,990,604	4,737,417
Suit Closed - No Payment	107	0	1,902,167	1,902,167
Trial With Defense Verdict	22	0	802,719	802,719
Trial With Plaintiff Verdict	8	<u>2,943,598</u>	<u>656,247</u>	<u>3,599,845</u>
Total	878	7,697,025	5,868,681	13,565,706

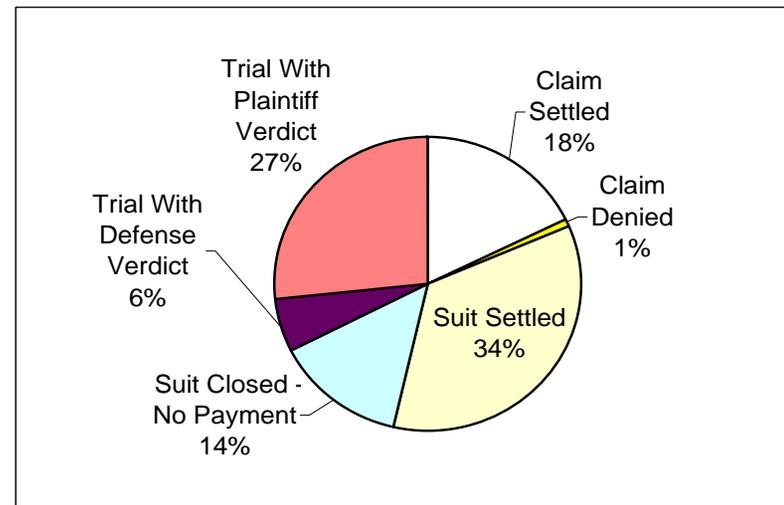
Claim Outcome	Prct by Count
Claim Settled	83 9%
Claim Denied	595 68%
Suit Settled	63 7%
Suit Closed - No Payment	107 12%
Trial With Defense Verdict	22 3%
Trial With Plaintiff Verdict	8 1%
Total	878 100%

Percent closed with no claim payment 82%

Cost by Claim Outcome



Number by Claim Outcome



Description: The above charts and data summarize the discrimination claims paid out. Within the fiscal years of 2000-2006, the State of Oregon paid \$5,868,681 in legal fees defending against discrimination claims and paid out \$7,697,025 in discrimination claims to claimants. From fiscal years 2000-2006 the State of Oregon paid out a total of \$13,565,706. (Note: Payments were made to a claimant without any finding or acknowledgement of wrongdoing. Claim cost where no payment was made to the claimant may still include the State's legal defense cost and other expenses.

VIII. CHARTS

State of Oregon Employee by Equal Employment Opportunity (EEO) Job Categories

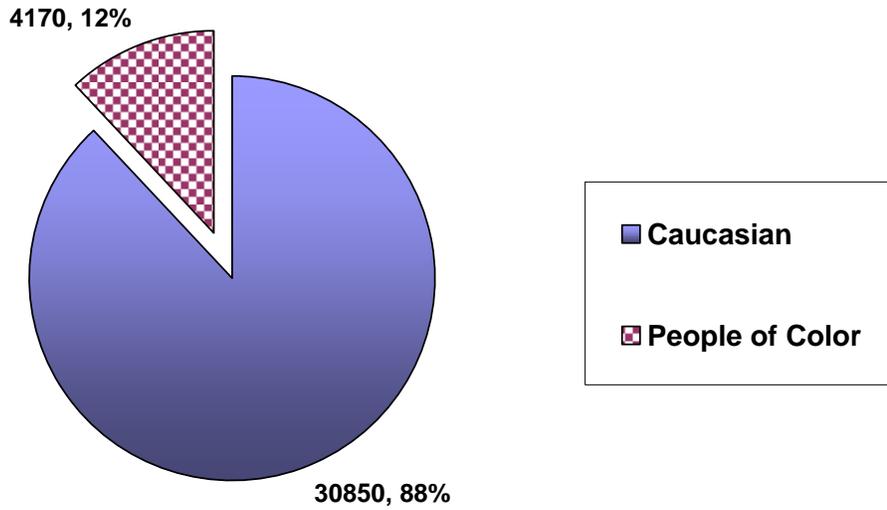
The following charts illustrate the composition of the State of Oregon's employees, broken out into the eight job categories used by the Equal Employment Opportunity Commission for Affirmative Action. The data is presented as both a total number and as a percentage of the employees (any person holding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

The EEO job categories are:

- Officials and Administrators
- Professionals
- Technicians
- Protective Service Workers
- Paraprofessionals
- Office and Clerical
- Skilled Craft Workers
- Service Maintenance Workers

Chart 1 and 2 – Comparative Data 2005-2006

**2005 State of Oregon Workforce Demographics
People of Color**



**2006 State of Oregon Workforce Demographics
People of Color**

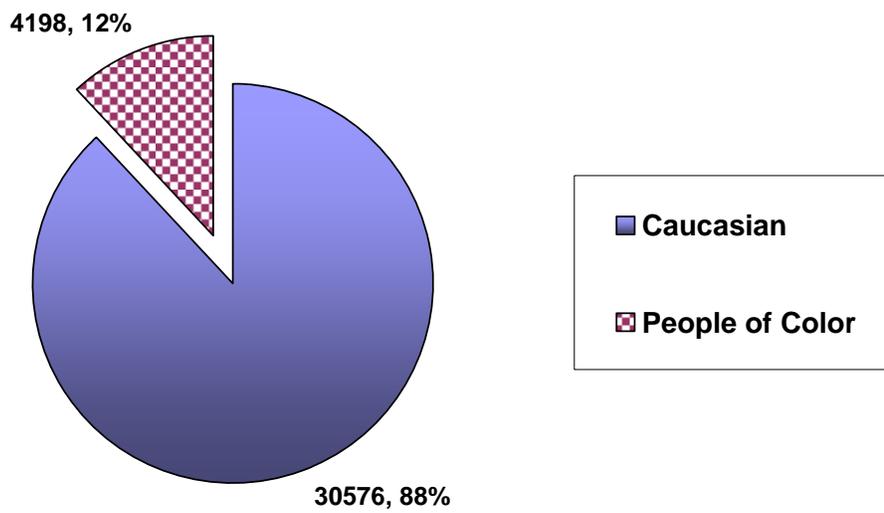
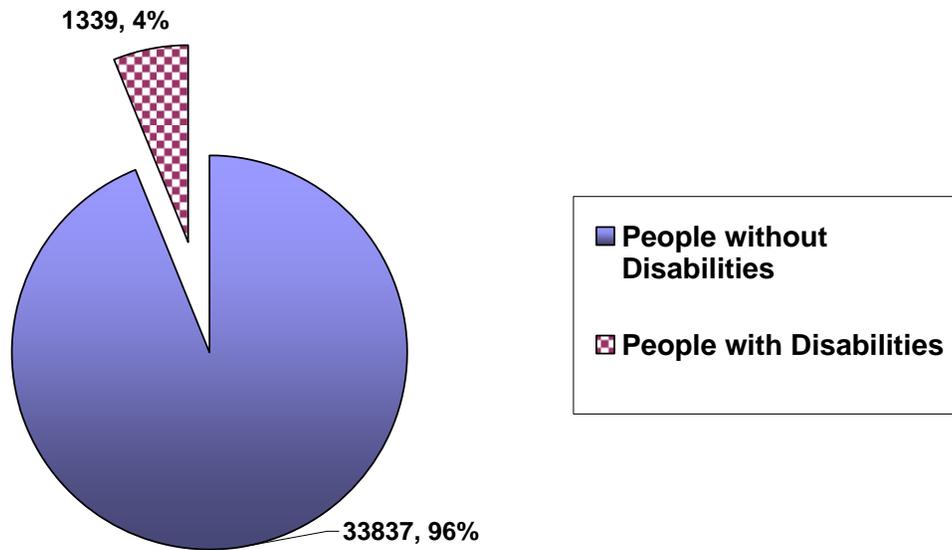


Chart 3 and 4 – Comparative Data 2005-2006

**2005 State of Oregon Workforce Demographics
People with Disabilities**



**2006 State of Oregon Workforce Demographics
People with Disabilities**

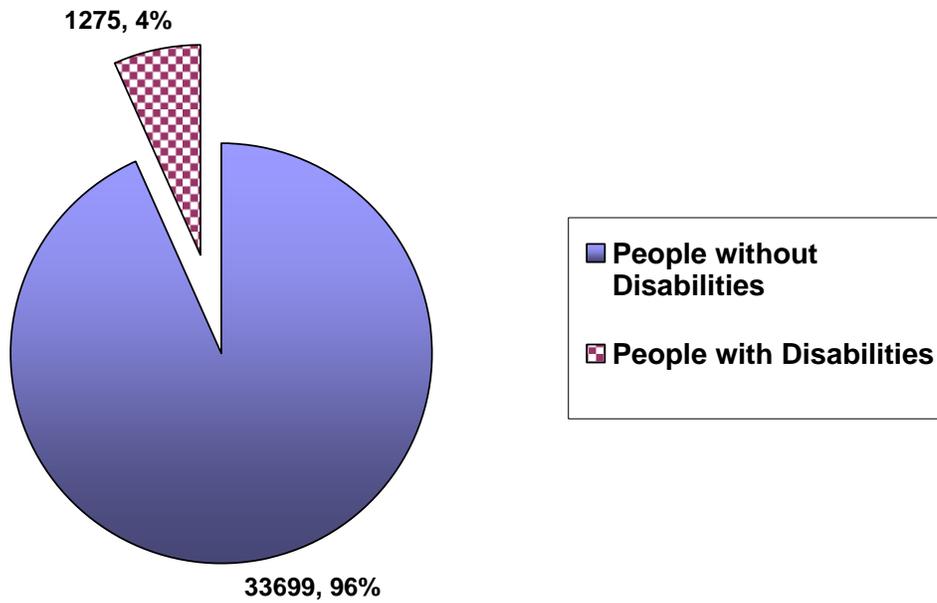
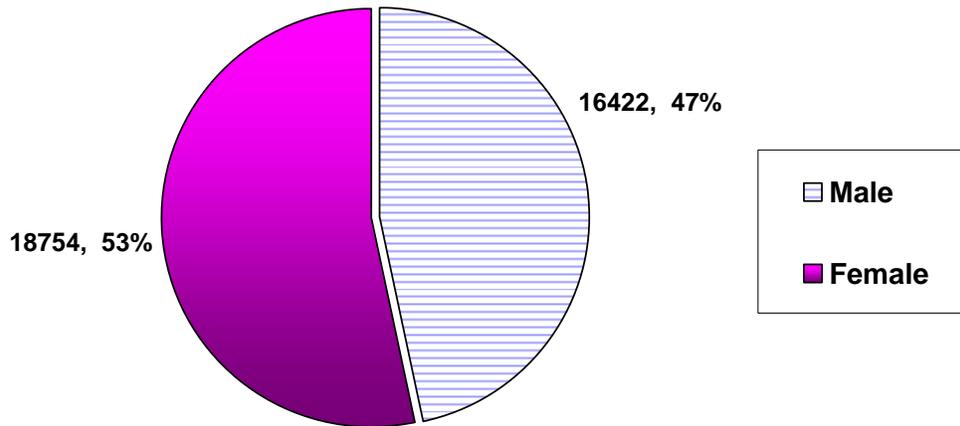


Chart 5 and 6 – Comparative Data 2005-2006

2005 State of Oregon Comparison of Gender



2006 State of Oregon Comparison of Gender

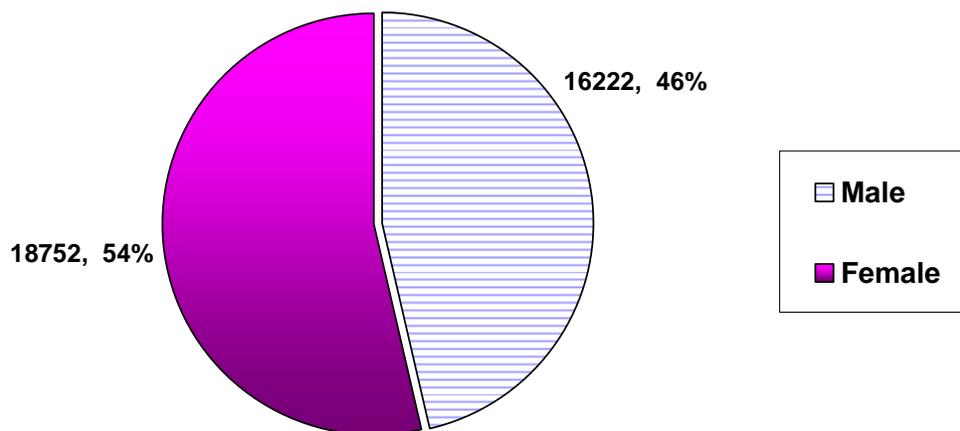
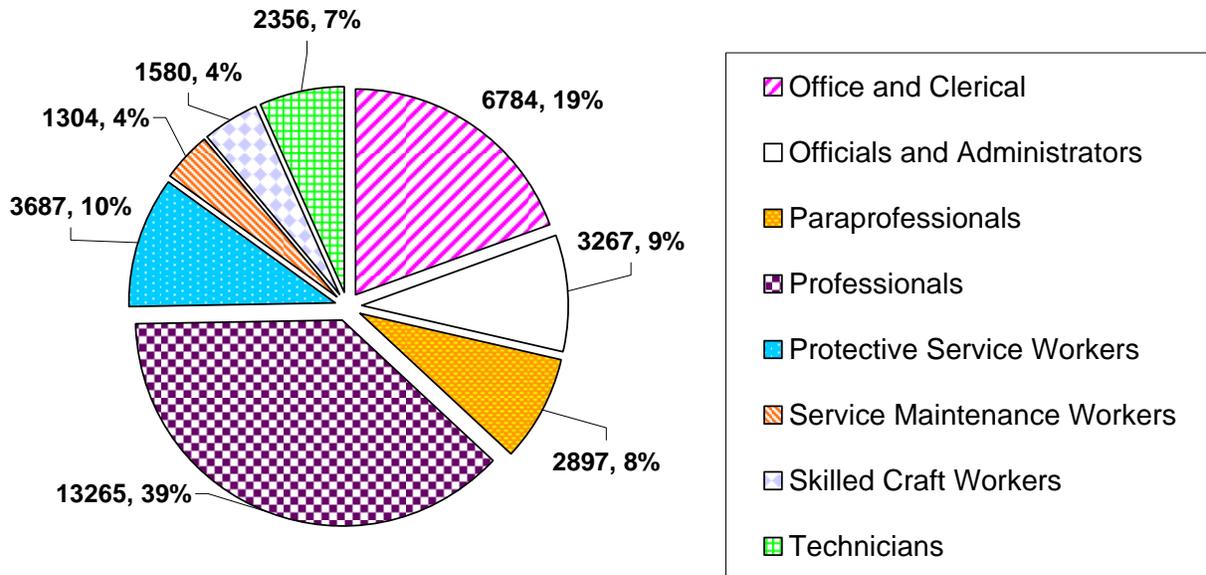


Chart 7 and 8 – Comparative Data 2005-2006

2005 State of Oregon Employee Breakdown by EEO Job Categories



2006 State of Oregon Employee Breakdown by EEO Job Categories

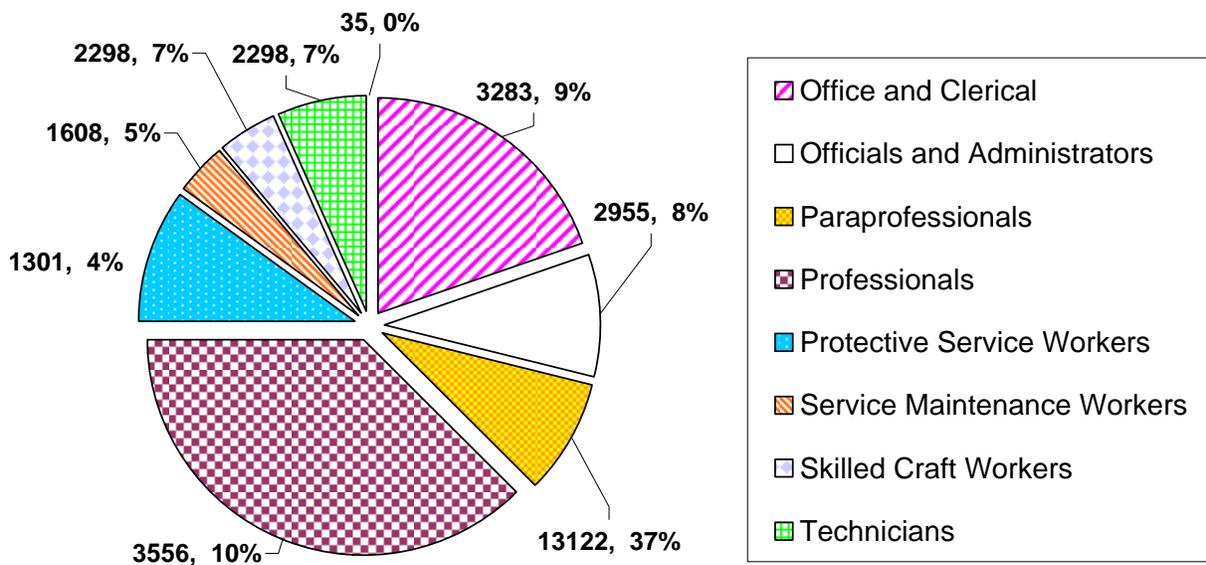
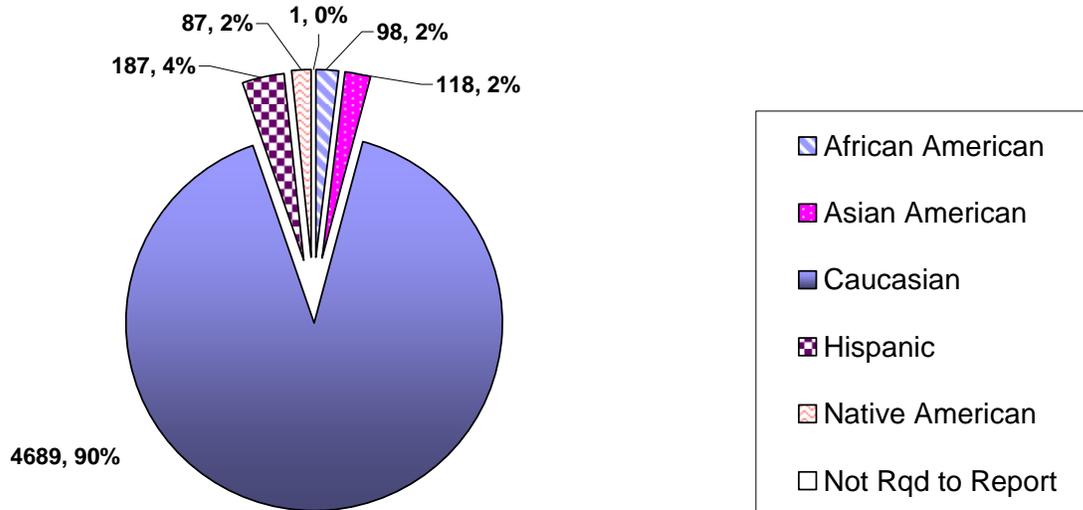
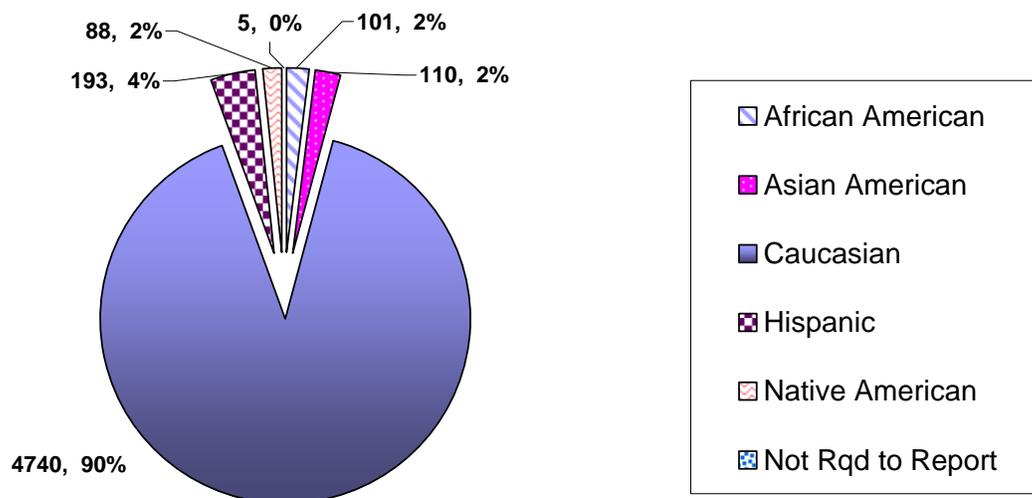


Chart 9 and 10 – Comparative Data 2005-2006

2005 State of Oregon Management Positions by Ethnicity



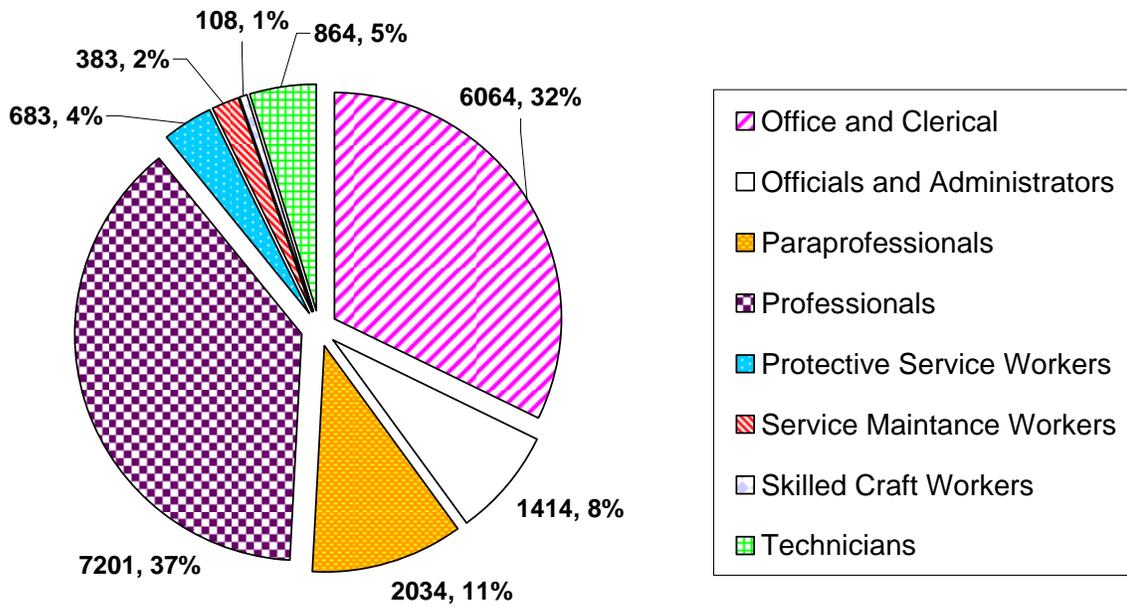
2006 State of Oregon Management Positions by Ethnicity



Includes all positions classified as: Executive Service Supervisory; Executive Service Non-supervisory; Management Service Supervisory; Management Service Non-supervisory; Unclassified excluded supervisory or agency equivalent.

Chart 11 and 12 – Comparative Data 2005-2006

2005 EEO Job Categories for Female in State Service



2006 EEO Job Categories for Female in State Service

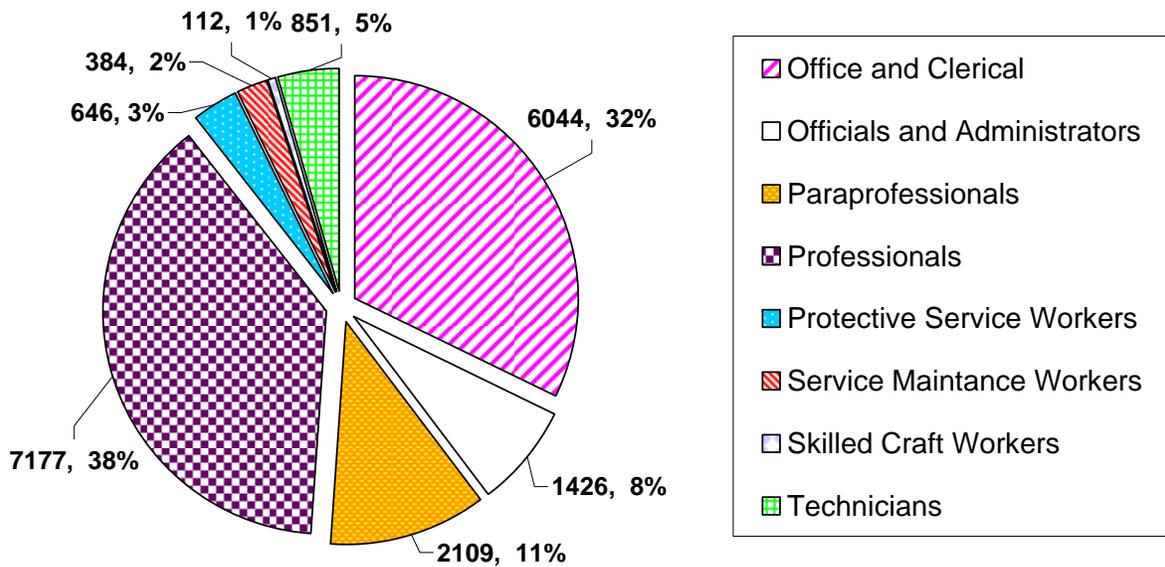
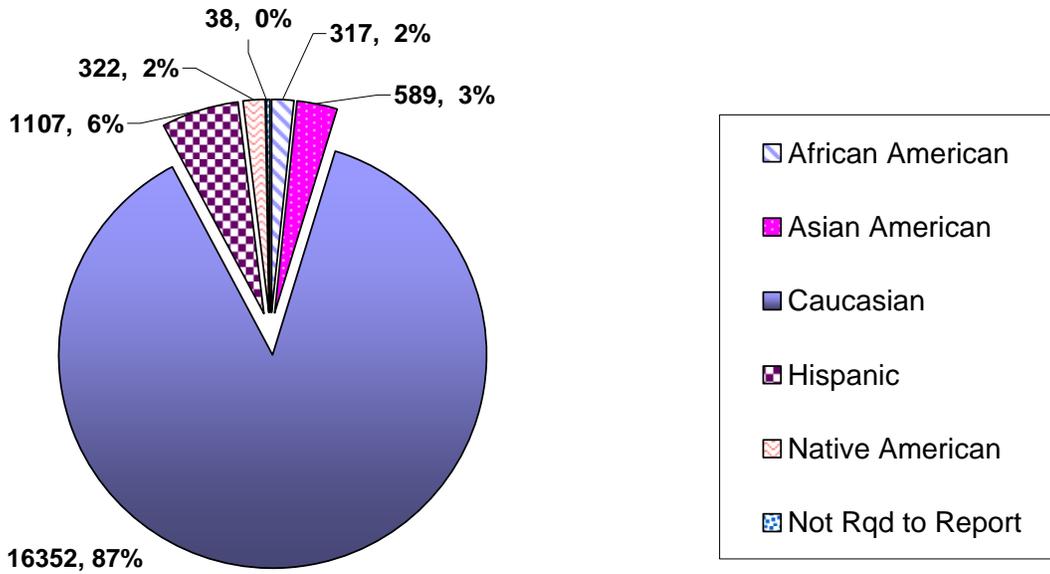


Chart 13 and 14 – Comparative Data 2005-2006

2005 Female State Employees by Ethnicity



2006 Female State Employees by Ethnicity

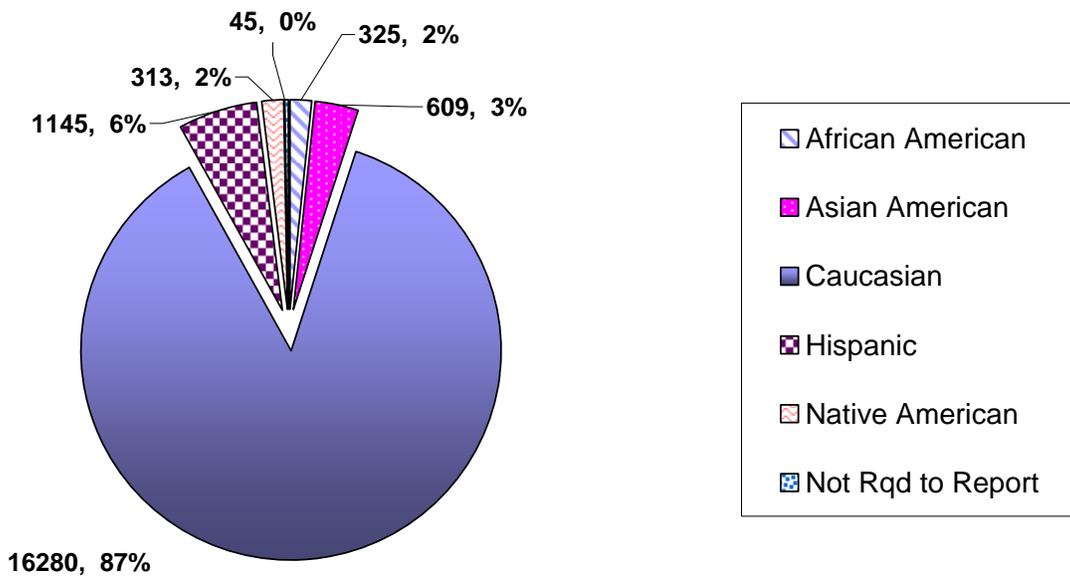
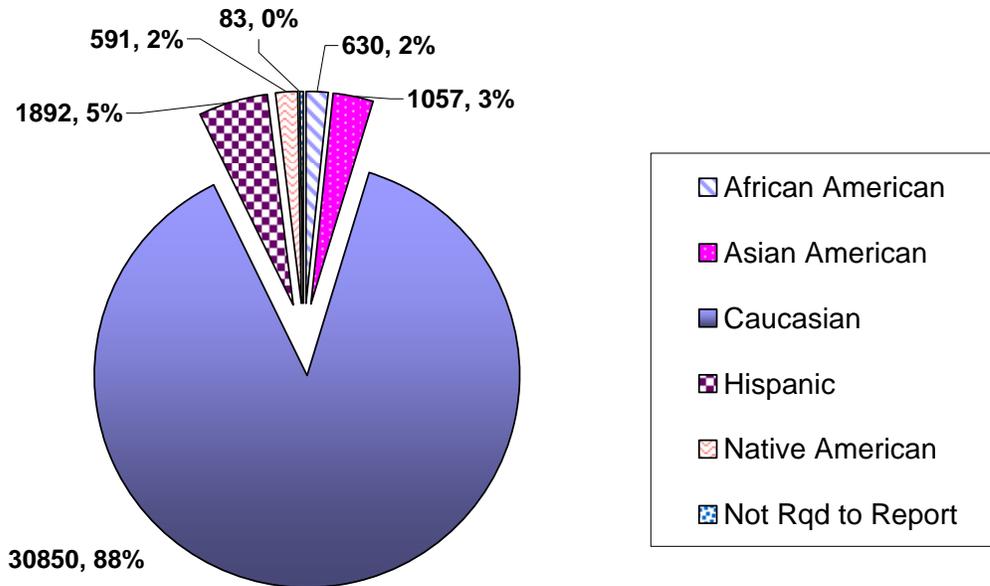


Chart 15 and 16 – Comparative Data 2005-2006

2005 State of Oregon Employee Workforce by Ethnicity



2006 State of Oregon Employee Workforce by Ethnicity

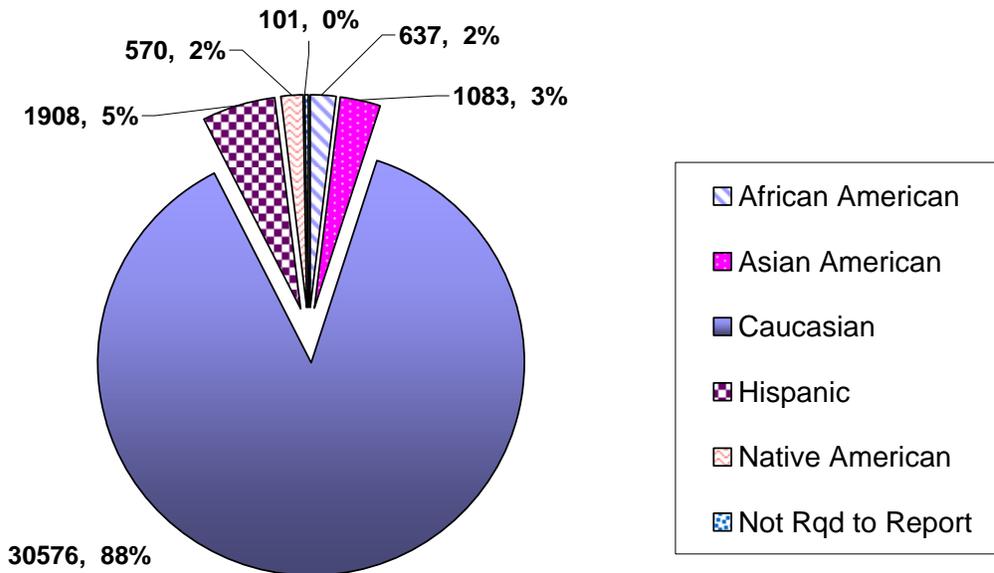
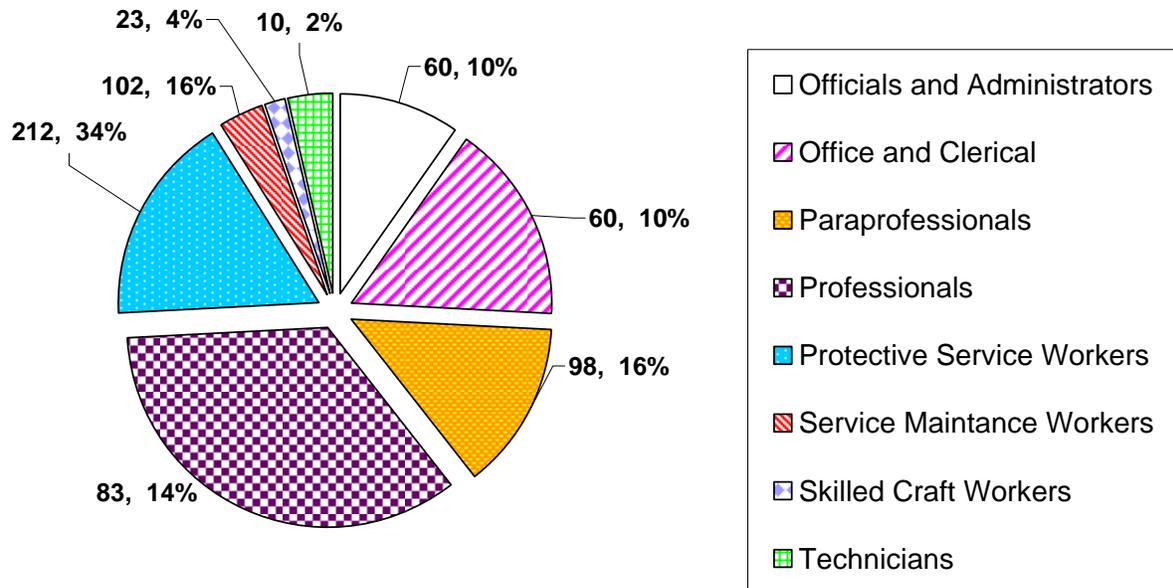


Chart 17 and 18 – Comparative Data 2005-2006

2005 EEO Job Categories for African Americans in State Service



2006 EEO Job Categories for African Americans in State Service

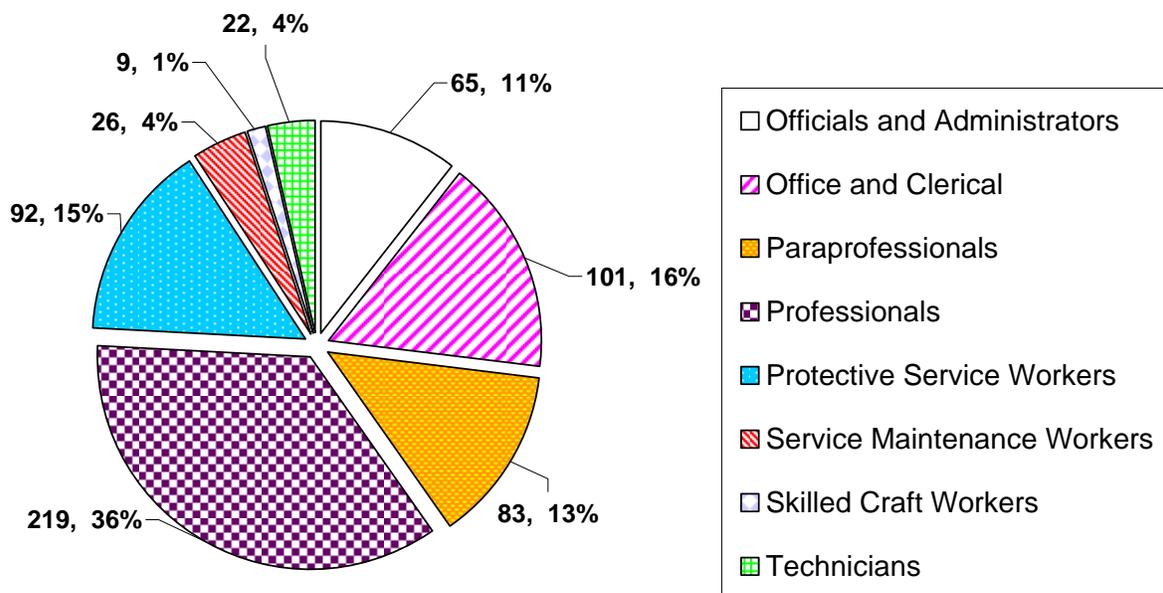
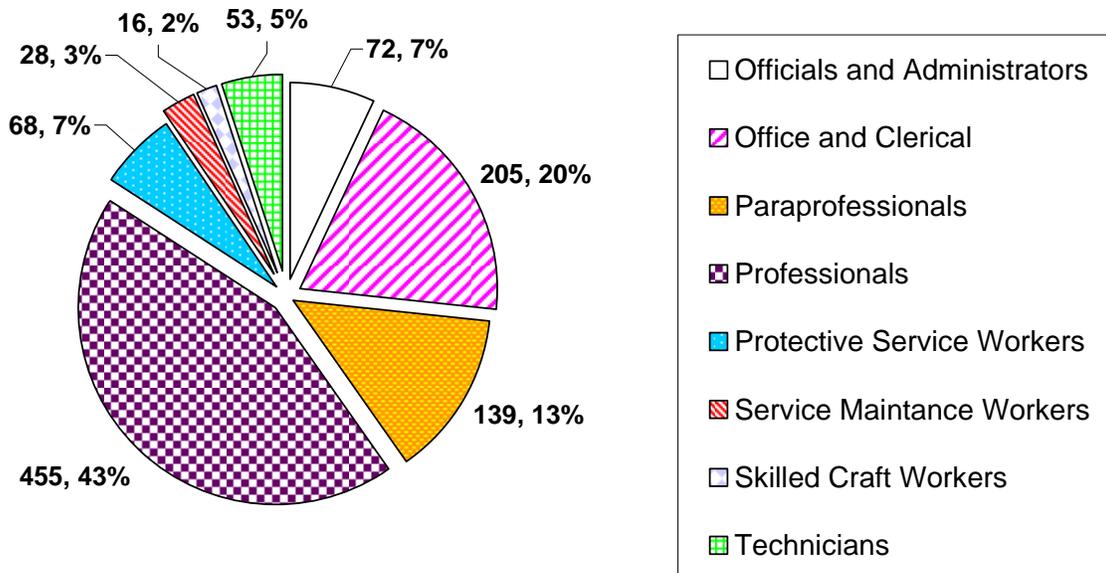


Chart 19 and 20 – Comparative Data 2005-2006

2005 EEO Job Categories for Asian Americans in State Service



2006 EEO Job Categories for Asian Americans in State Service

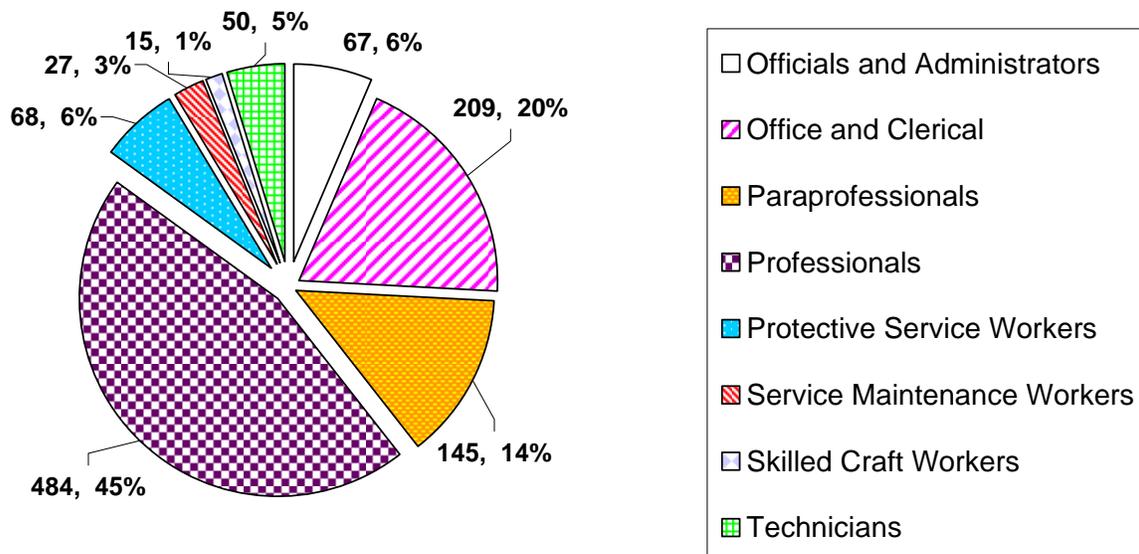
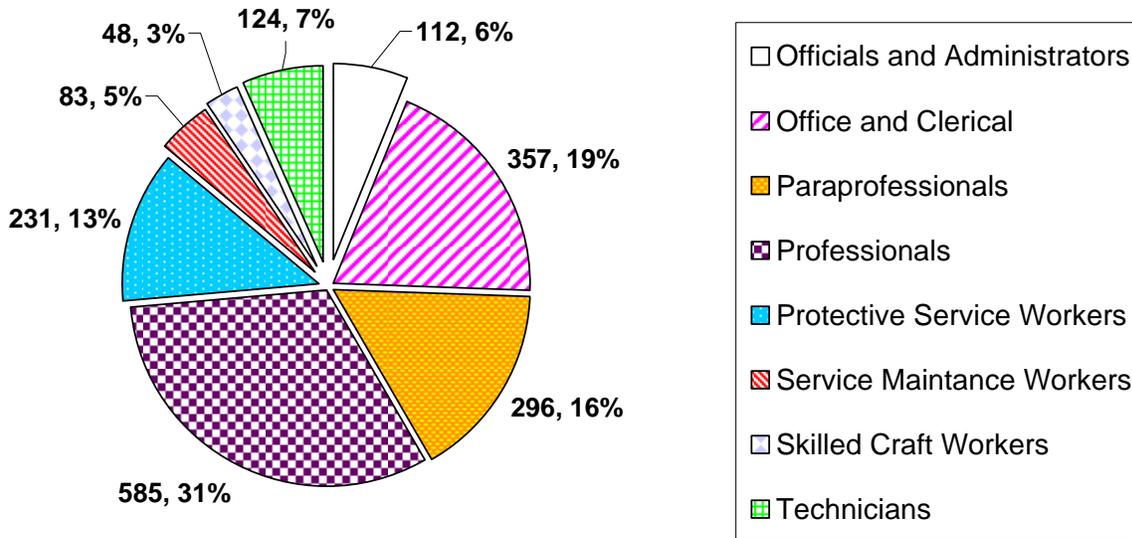


Chart 21 and 22 – Comparative Data 2005-2006

2005 EEO Job Categories for Hispanics in State Service



2006 EEO Job Categories for Hispanics in State Service

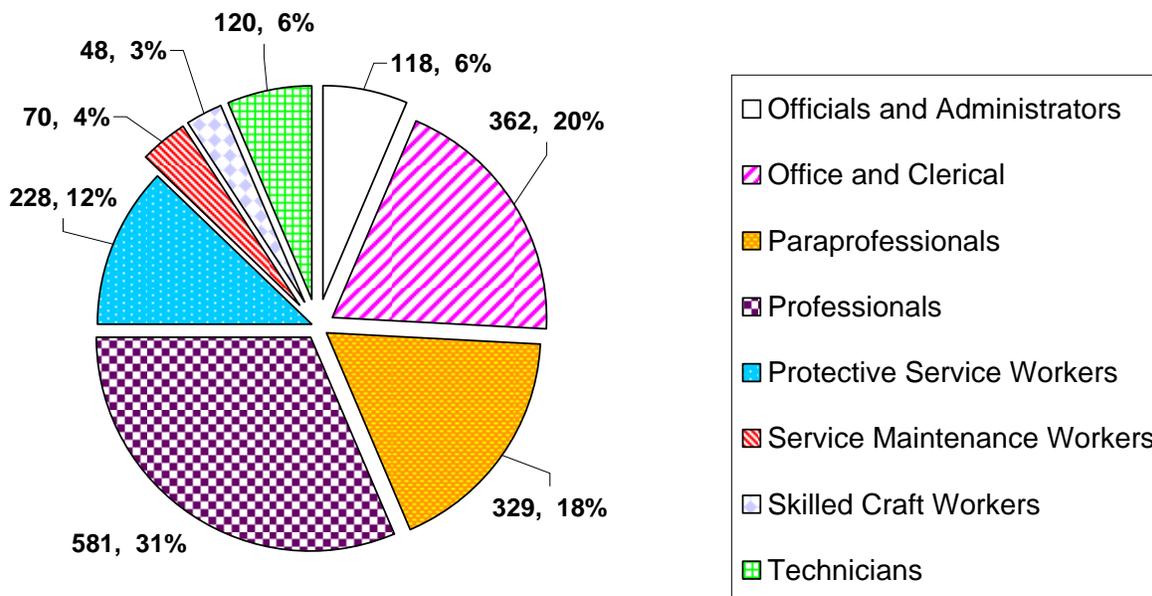
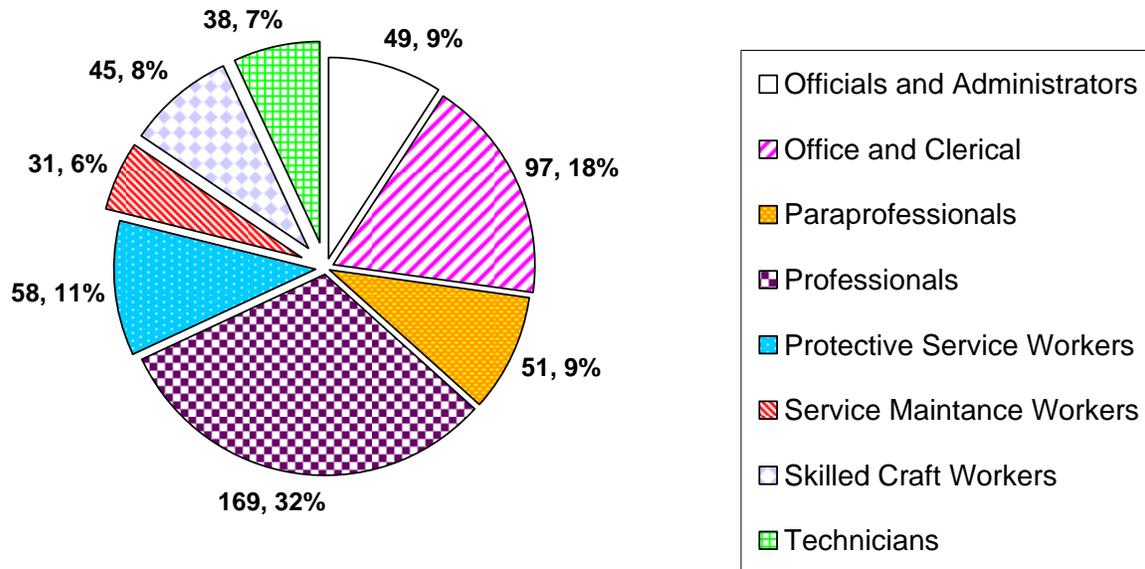


Chart 23 and 24 – Comparative Data 2005-2006

2005 EEO Job Categories for Native Americans in State Service



2006 EEO Job Categories for Native Americans in State Service

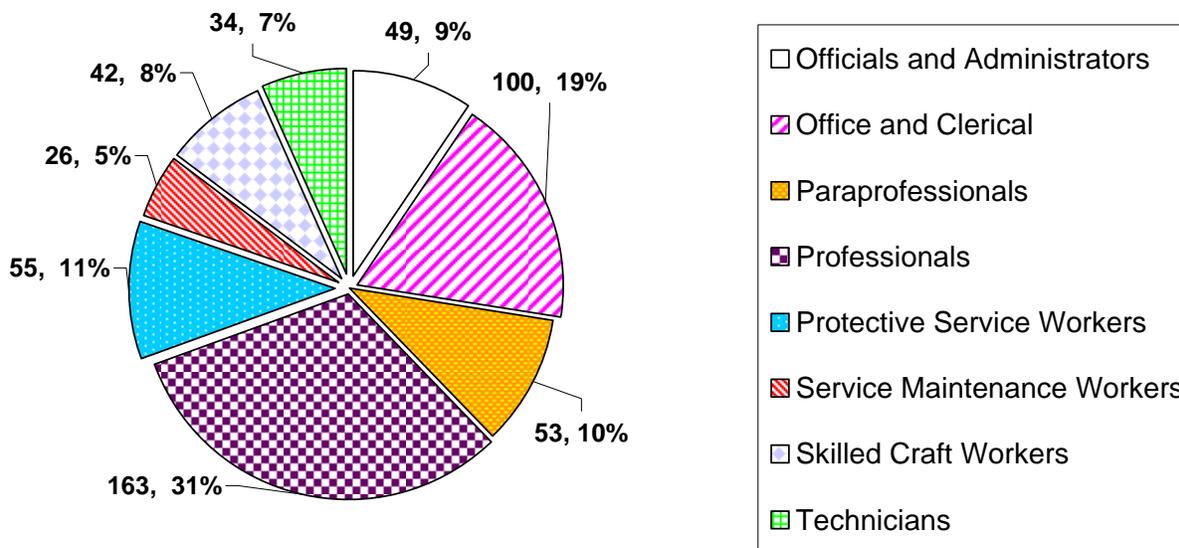
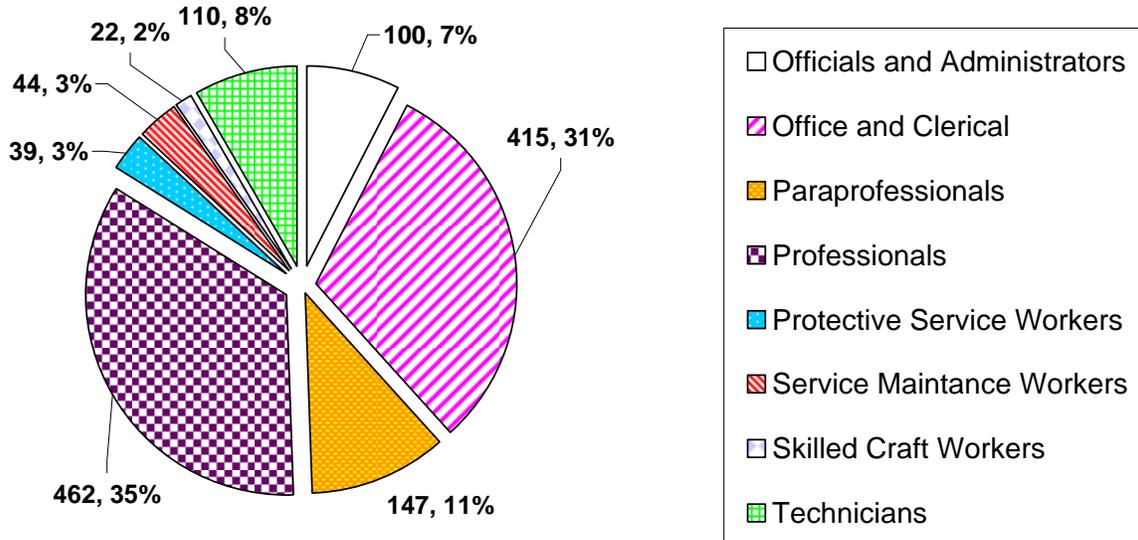


Chart 25 and 26 – Comparative Data 2005-2006

2005 EEO Job Categories for People with Disabilities in State Service



2006 EEO Job Categories for People with Disabilities in State Service

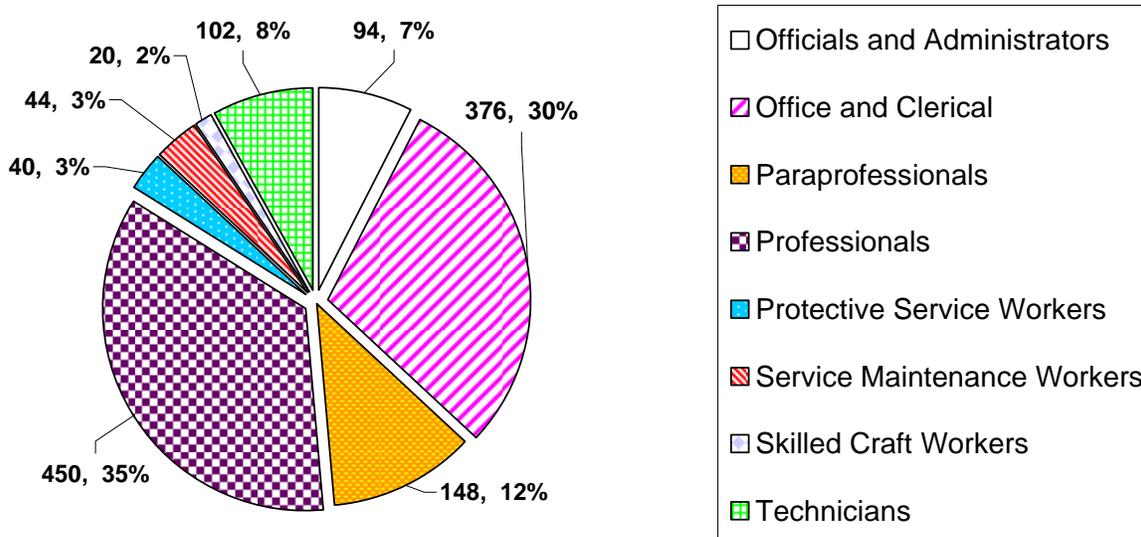
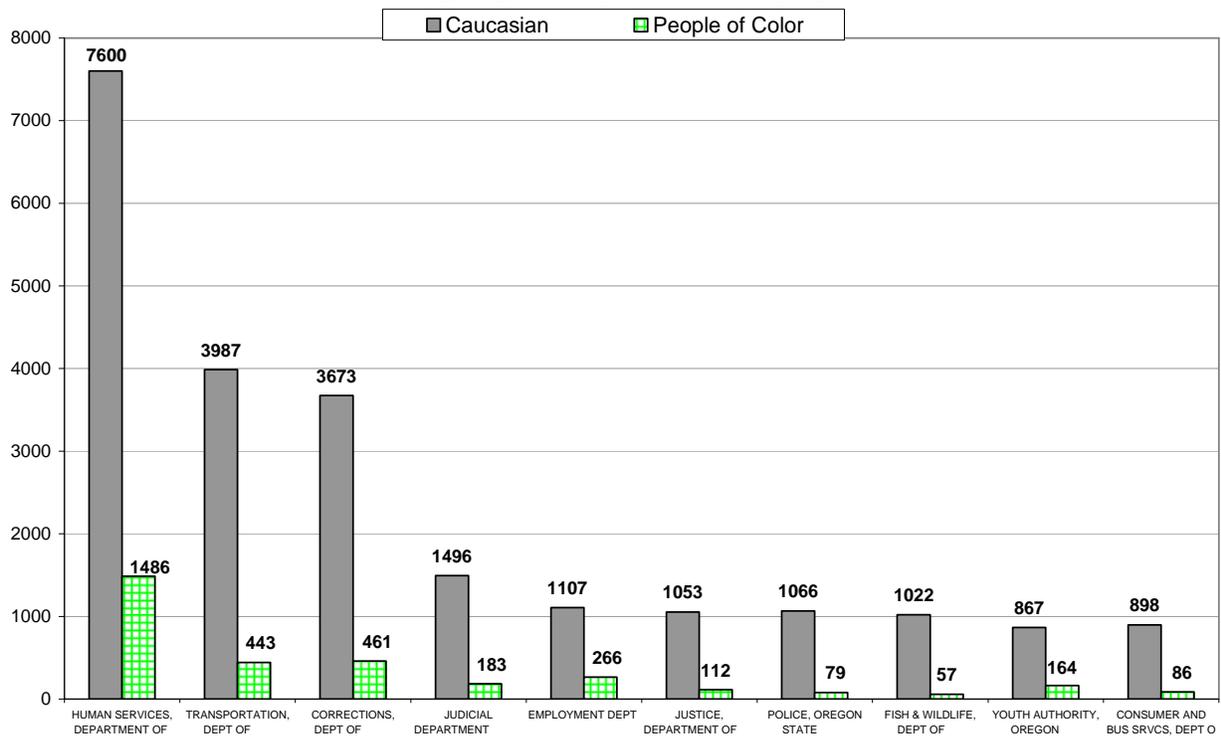


Chart 27 and 28 – Comparative Data 2005-2006

**2005 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**



**2006 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**

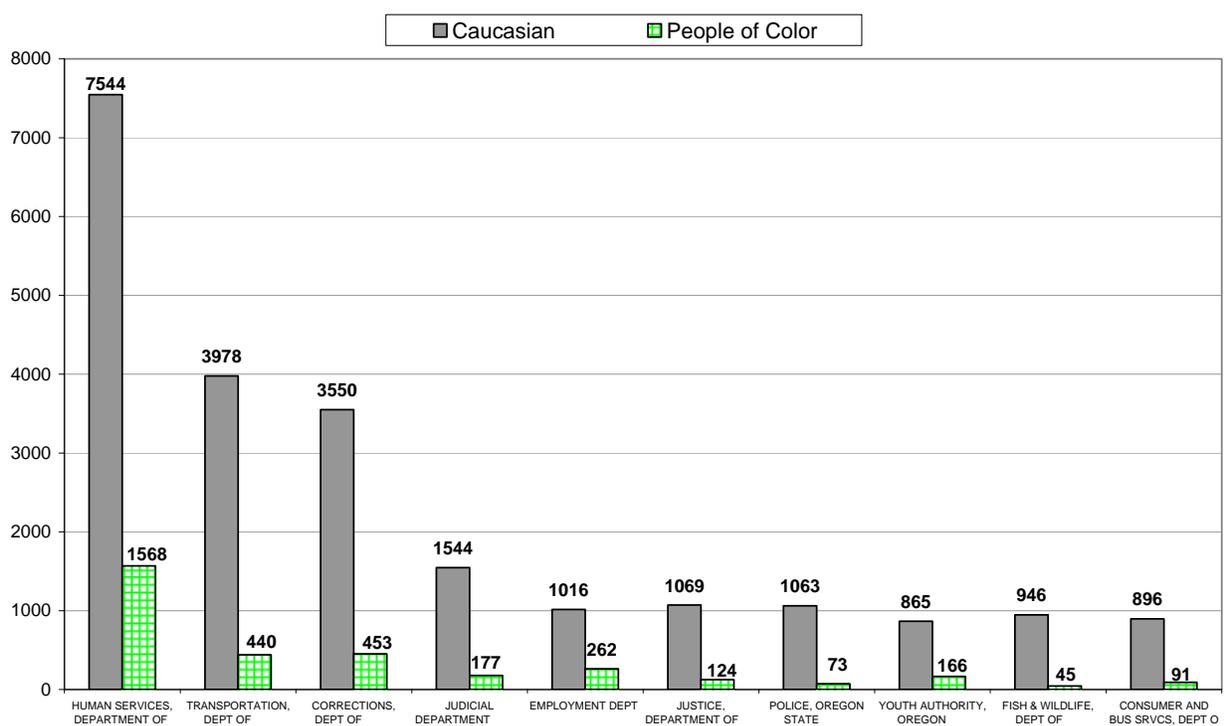
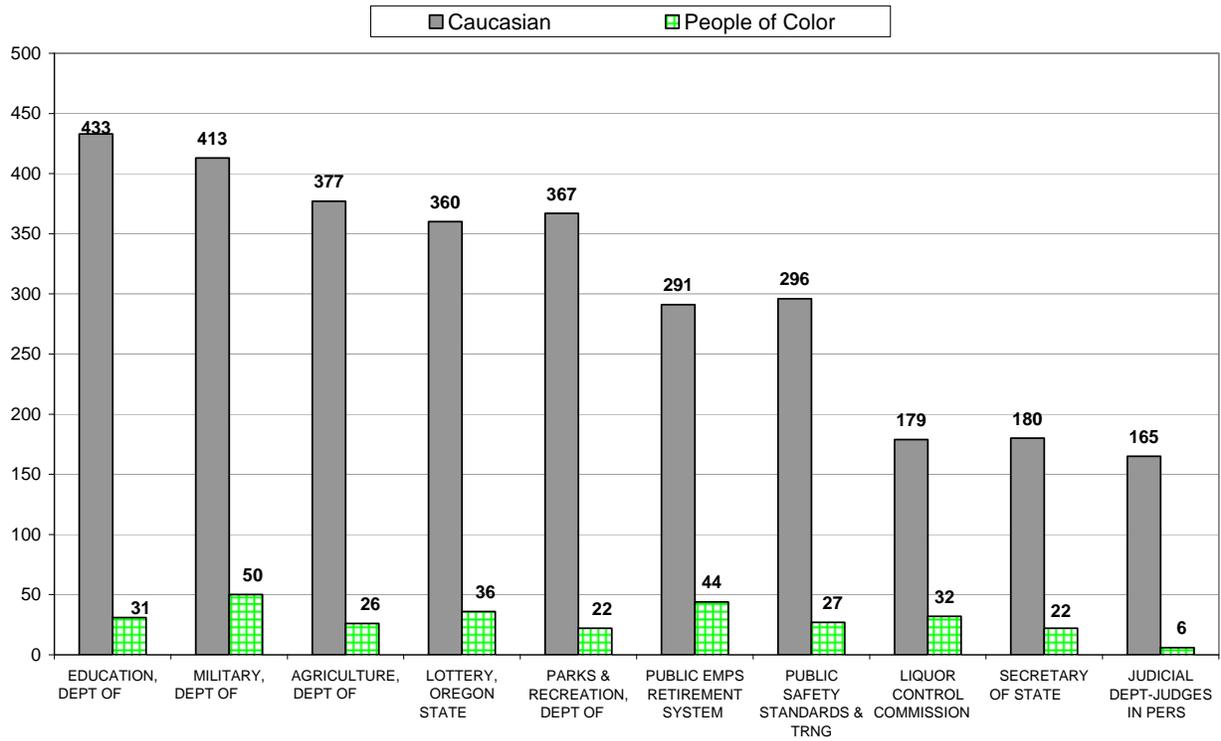


Chart 29 and 30 – Comparative Data 2005-2006

**2005 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



**2006 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**

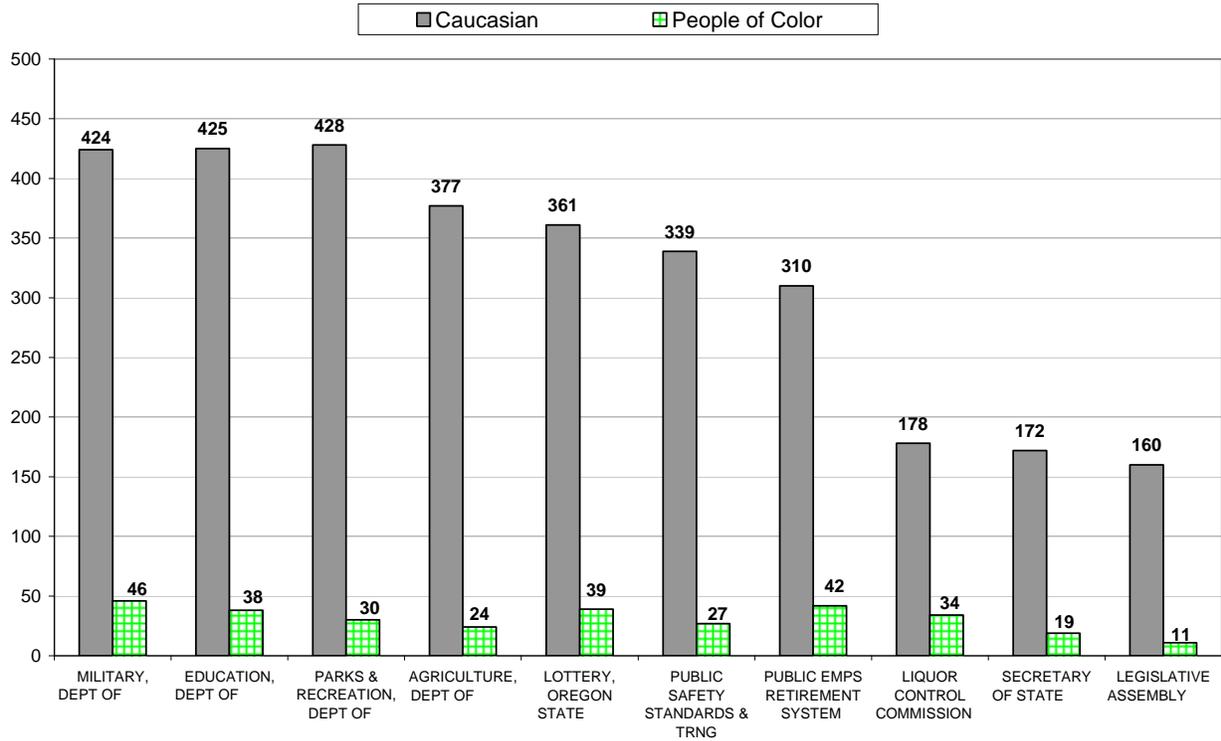
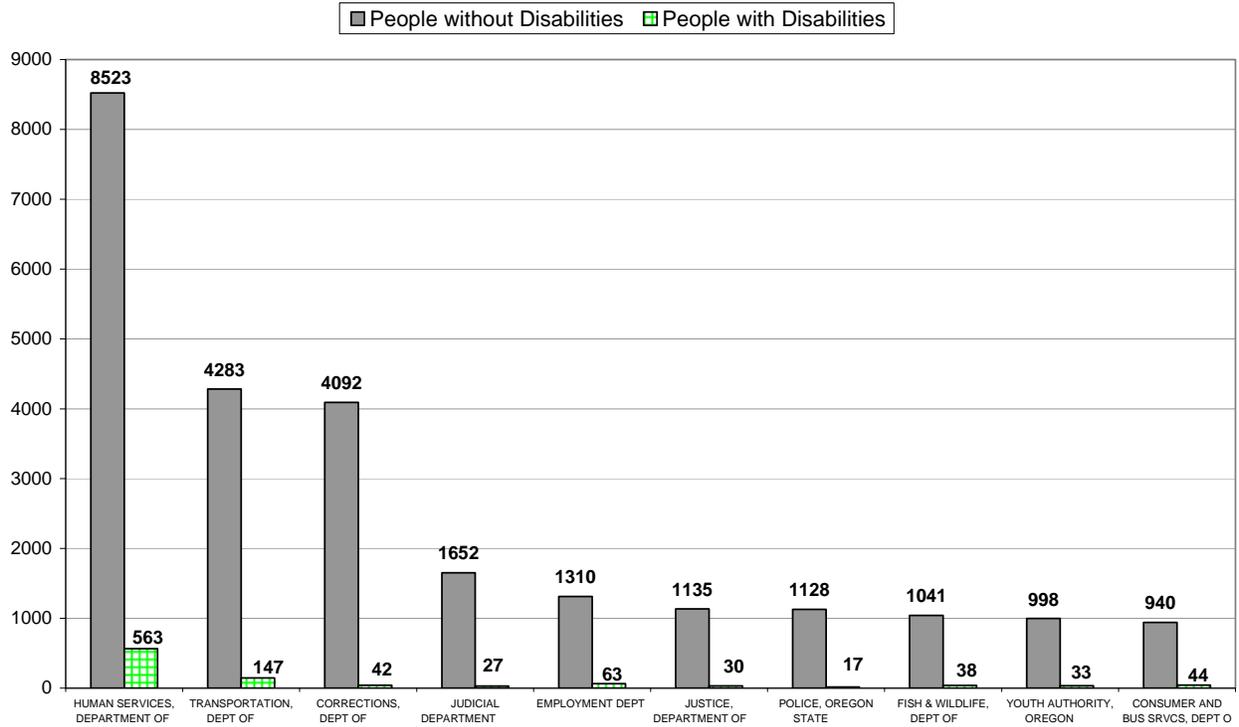


Chart 31 and 32 – Comparative Data 2005-2006

**2005 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**



**2006 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**

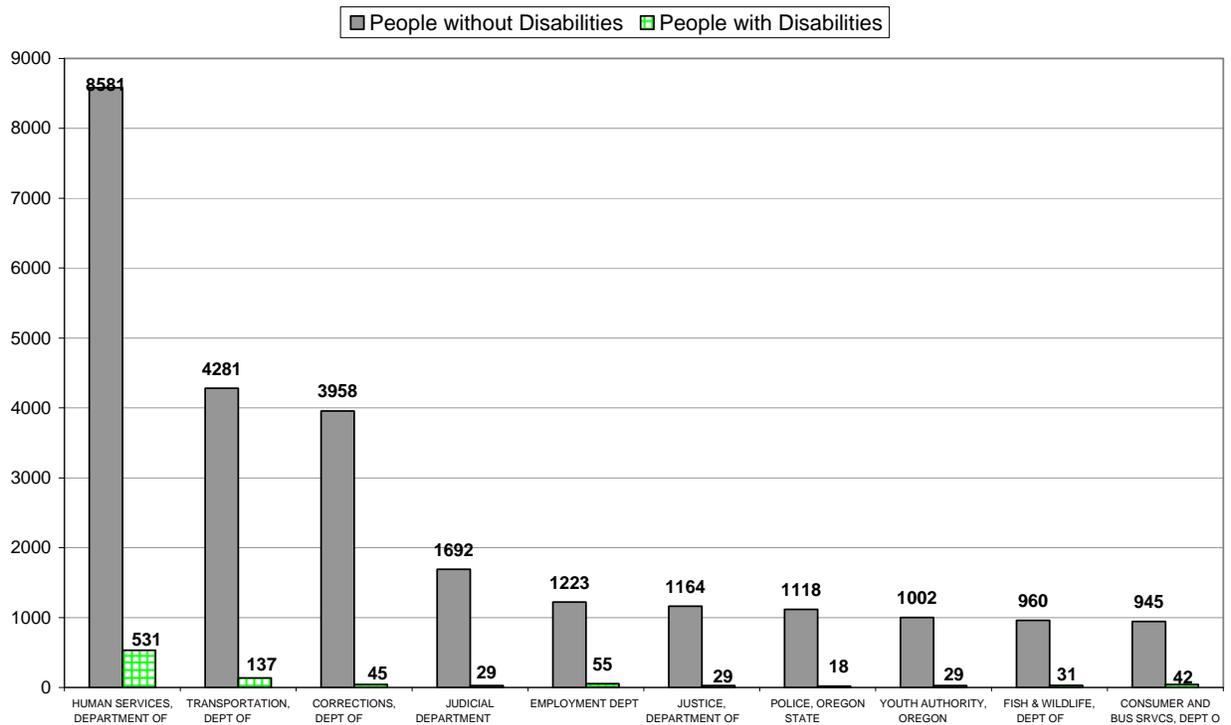
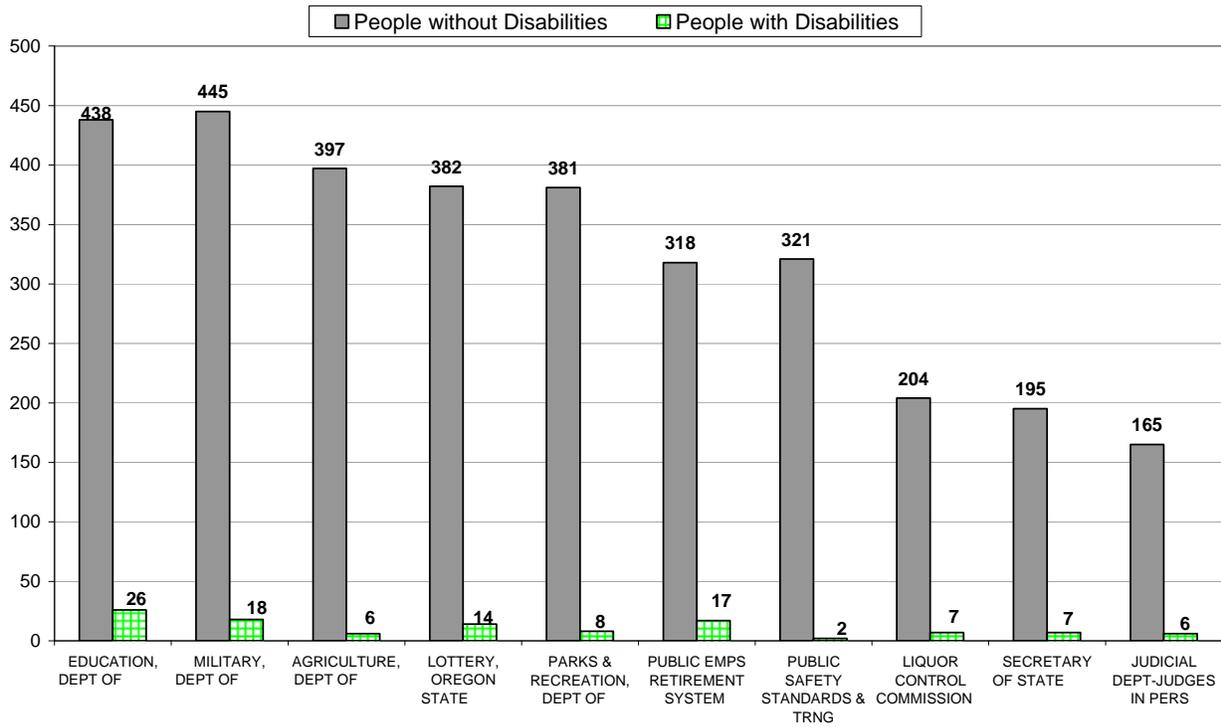
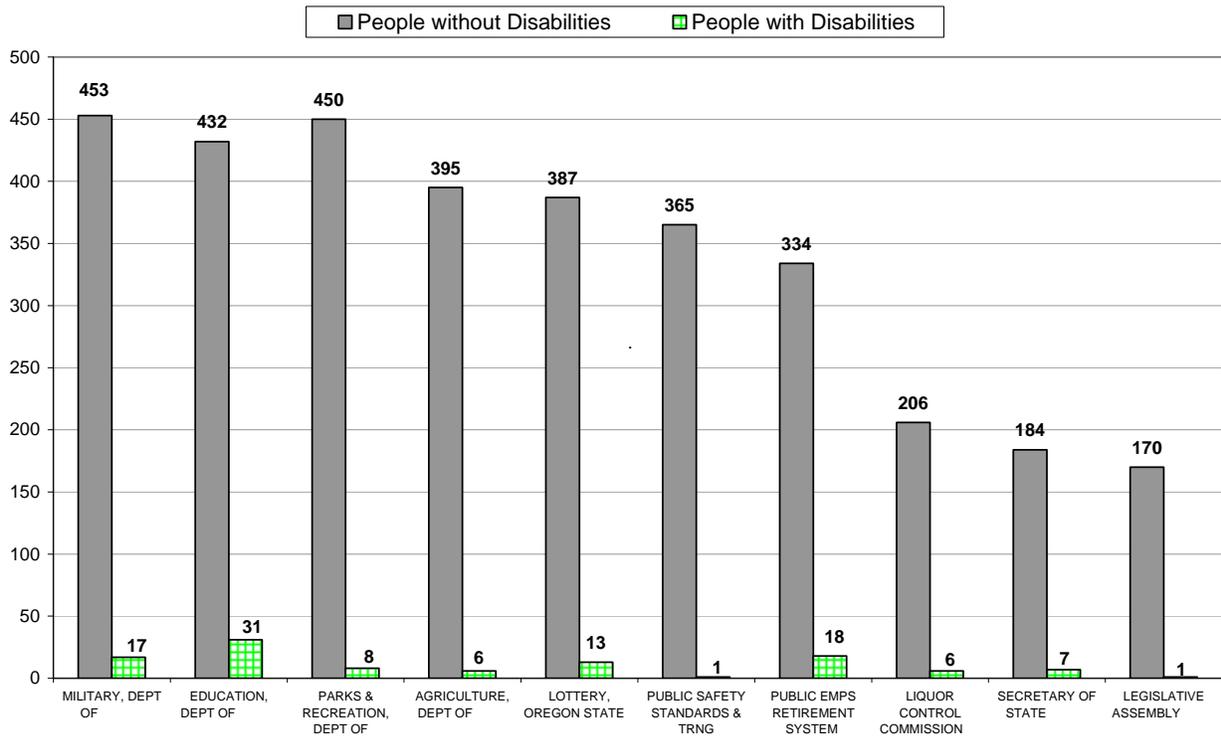


Chart 33 and 34 – Comparative Data 2005-2006

**2005 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



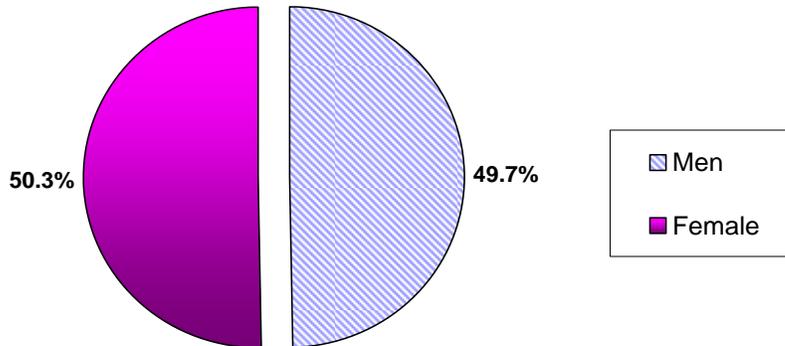
**2006 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



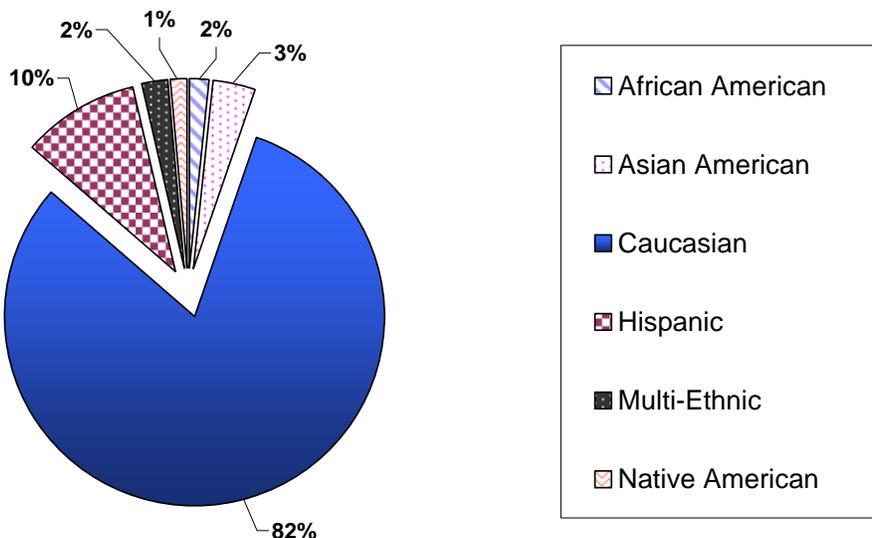
Oregon Civilian Labor Force

The following charts illustrate the composition of the Civilian Labor Force of Oregon based on 2005 U.S. Census Bureau projected data. Civilian Labor Force represents an estimate of all Oregonians 16 years old or older that are able to be part of the workforce. This data is to be differentiated from the population data, which does not factor in the above. The various groupings (e.g., ethnicity and gender) are represented of the population as a whole.

2005 U.S. Census Bureau Oregon Population Demographics - Gender



2005 U.S. Census Bureau Oregon Population Demographics - Ethnicity



Source: U.S. Census Bureau, Population Estimates Program.
Data available at: <http://quickfacts.census.gov/qft/states/4100.html>
U.S. Census Bureau estimated that in 2005 Oregon population was 3,638,871

IX. RECOMMENDATIONS

The Governor's Affirmative Action Office believes that the following recommendations will help advance the State's commitment to diversify its workforce for the rights of all persons to work and advance on the basis of merit, ability, and potential.

- A. **Affirmative Action Workgroup Sessions:** Policy advisors should continue to encourage agency heads on the importance of their affirmative action representatives attending monthly workgroup sessions. The Governor's Affirmative Action Office (GAAO) convenes the workgroup with state agencies' affirmative action representatives to: encourage resource sharing, design education and awareness strategies, educate about methods and resources to reduce discrimination, enhance recruitment and retention of the protected classes, and identify patterns of complaints that are occurring within the agency and solutions to reduce them.
- B. **Welcoming Work Environment:** Agencies must have in place an environment that is both physically and mentally welcoming. Agencies should prepare the present workforce for the expected changes through the **Cultural Competency Assessment/Implementation Services Program (CCA/ISP)** to assess the workplace environment. Agencies should commit themselves to an organizational policy that deliberately strives to achieve and maintain the present workforce. CCA/ISP will assist agencies to facilitate a work culture that actively values and respects its diverse population and promote a culture of inclusiveness. All managers and supervisors should be held accountable in their performance reviews on their accomplishment of implementing the CCA/ISP and following up on the recommendations.
- C. **Internship Program:** Agencies should look at internship programs as another tool for recruitment, because agencies will continue to lose thousands of seasoned supervisors, managers, and executives as the Baby Boomer generation becomes eligible for retirement. **PROMISE Program, GenerationNext, and New Leadership Oregon** are three internship programs that we have identified which have interns that have great interest in working for public service.
- D. Agencies should use the statewide **Exit Interview Survey** tool to examine patterns of what is working and what is not working within that agency. The use and confidentiality of the survey has been established by using an outside source, SurveyMonkey.com.
- E. Human Resource Managers should implement **Interview Panelist Cultural Trainings** to allow them to identify, acknowledge, and unlock their cultural biases. This will benefit applicants to receive a broader sense of fairness from the interview panelist.
- F. Aggressive **diversity recruitment strategies** should be put in place to meet the population growth in Oregon because representation of the workforce should match the demographics of the landscape. The GAAO is here to send out

management positions and board/commission opportunities in state and out of state where appropriate.

G. Strong participation with **Department of Administrative Services' Job Fair Representative** to showcase state job opportunities. DAS' representative communicates information about upcoming fairs and coordinates the events that allow agencies to share booths and reduce costs. These fairs allow agencies to highlight career opportunities within their agencies and emphasize the importance of diverse employment within state government. The GAAO would like to see an increase of 30 to 50 agencies participating in the job fairs.

H. Agencies should show commitment for **retention and promotion** opportunities for employees. This can be accomplished through one of the following:

Job Rotation – This will provide employees the opportunity to explore new positions, and to provide agencies the opportunity to enhance employee development or make more effective use of staff. Job rotations can be within the agency, between state agencies, or between a state agency and a federal, local, or private entity.

Employee Development Plan – The agency should develop a written agency training plan to require a minimum of 20 hours of education and training related to work skills and knowledge for at least 50 percent of their permanent employees in each fiscal year. This is a State Policy 50.045.01.

Managers and supervisors need to be more aware of employees who have hidden potential. They need to encourage employees to share their goals and aspirations and create or open opportunities for these hidden gems.

I. **Annual Performance Evaluation and Accountability** for all directors, administrators and managers to explore ways to increase accountability, identify their job performance expectations and performance measures that is results-based or behavior or a combination of both. Performance measures shall contain the effectiveness of their affirmative action objectives. They must receive training on how to administer affirmative action programs and address workplace issues that create and maintain a welcoming environment for all employees.

J. The **Disability Community** should be addressed in recruitment strategies. The recruitment of people with disabilities should include: target hiring managers with curricular education; the support of senior management for disability initiatives; partnerships with outside disability organizations; avoidance of stereotyping; flexible and telecommuting opportunities; how to maintain open and proactive communication between managers, employees with disabilities, and other interested groups.

One of the major perceived barriers to hiring people with disabilities is the fear of accommodation costs. The average cost is about \$200 to \$500 to accommodate. The Equal Employment Opportunity Commission (EEOC) is offering states free informal technical assistance to promote voluntary compliance with the ADA.

X. APPENDICES

A. Agencies – Affirmative Action Plans received and approved.

Name of Agency	Prefix
Accountancy	Board of
Administrative Services	Department of
Agriculture	Department of
Appraiser Certification and Licensure	Board of
Aviation	Department of
Blind	Commission for the
Children and Families	Commission on
Chiropractic Examiners	Board of
Clinical Social Workers	Board of
Community Colleges and Workforce Development	Department of
Constructions Contractors Board	
Consumer and Business Services	Department of
Corrections	Department of
Criminal Justice Commission	
Dentistry	Board of
Dietitians	Board of Examiners of Licensed
Eastern Oregon University	
Economic and Community Development Department	
Education	Department of
Employment Department	
Employment Relations Board	
Energy	Department of
Environmental Quality	Department of
Fish and Wildlife	Department of
Forestry	Department of
Geology and Mineral Industries	Department of
Government Standards and Practices	Commissions for
Health Licensing Agency	Office of the
Housing and Community Services Department	
Human Services	Department of
Justice	Department of
Labor and Industries	Department of
Land Conservation and Development	Department of
Landscape Contractors Board	
Land Use Board of Appeals	
Library	State
Liquor Control Commission	
Long Term Care Ombudsman	

Name of Agency	Prefix
Lottery	State
Marine Board	State
Medical Examiners	Board of
Military Department	
Mortuary and Cemetery	
Naturopathic Examiners	Board of
Nursing	Oregon Board of
Nursing Home Administrators	Board of Examiners of
Occupational Therapy Licensing Board	
Oregon Institute of Technology	
Oregon State University	
Oregon University System	
Parole and Post-Prison Supervision	Board of
Parks and Recreation Department	
Pharmacy	Board of
Physical Therapist Licensing Board	
Police	State
Portland State University	
Private Health Partnership	Office of
Psychologist Examiners Board	Oregon
Public Defense Services	Office of
Public Employee's Retirement System	Department of
Public Safety Standards and Training	Department of
Public Utility Commission	
Racing Commission	
Radiologic Technology	Board of
Real Estate Agency	
Revenue	Department of
Secretary of State	
Southern Oregon University (excused because of a restructuring)	
Speech-Language Pathology and Audiology	Board of Examiners for
State Lands	Department of
Student Assistance Commission	Oregon
Tax Practitioners	Board of
Teacher Standard and Practices Commission	
Transportation	Department of
Travel Information Council	
Treasury	State
Veterans' Affairs	Department of
Veterinary Medical Examining Board	
Water Resources Department	
Watershed Enhancement Board	
Western Oregon University	
Youth Authority	Oregon

B. Agencies – Affirmative Action Plans were not received and/or not approved.

Name of Agency	Prefix
Architect Examiners	Board of
Counselors and Therapist	Board of Licensed Professional
Landscape Architect Board	
Psychiatric Security Review Board	

C. Community Events Attended by the Governor’s Affirmative Action Staff

The Governor’s Affirmative Action Office staff has attended numerous community events to build relationships and trust. These efforts reached out to private, public, academic and faith-based organizations, ethnic chambers, Tribes, disability and other ethnic communities. These relationships established credibility and encouraged diverse applicants to apply for jobs at the state, to join State Boards and Commissions and make them aware of the welcoming environment at the State Government.

Date	Events Attended	Sponsor
01/12/07	King’s Dream: “How Far has the Vision Gone?”	Department of Human Services
01/13/07	25 th Annual Dr. Martin Luther King, Jr., Banquet	Blacks in Government, Region X
01/15/07	21 st Annual Martin Luther King Jr., Breakfast	The Skanner <i>Newsgroup</i>
01/15/07	Keep Alive “The Dream” Tribute to Rev. Dr. Martin Luther King Jr.	World Arts Foundation
01/17/07	Awards Dinner, World Affairs Council of Oregon	Oregon Consular Corps
01/20/07	“Drum Major” Ecumenical Services	Vancouver Avenue First Baptist Church
01/23/07	Diversity and Next Generation Talent Attraction	Portland State University, Hatfield School of Government and Clackamas County and Governor’s Affirmative Action Office
01/28/07	New Leadership Oregon, Panel Discussion	New Leadership Oregon
02/01/07	Oregon NW Black Pioneers Dedication Ceremony	Oregon NW Black Pioneer Association

Date	Events Attended	Sponsor
02/03/07	Third Annual Lunar New Year "Tet" Celebration	Vietnamese Voice in Salem
02/07/07	The Diversity Imperative: Strategies for Success in the Global Workplace	Portland Community College
02/21/07	Governor's Marketplace Conference 2007	MWESB/Governor's Office
02/17/07	Taoist Tai Chi Society Banquet, "Chinese New Year" Celebration	Taoist Tai Chi Society, Portland Chapter
02/18/07	Chinese New Year Celebration	Chinese Consolidated Benevolent Association
02/21/07	10 th Annual Community Banquet	Black United Fund of Oregon
02/24/07	Northwest China Council Year of the Pig Dinner	HSBC Bank USA, N.A.
02/24/07	Tet in Portland Festival	Oregon Vietnamese American Community Association
03/03/07	16 th Anniversary Annual Awards Luncheon	Lawyer's Campaign for Equal Justice
03/24/07	Haitian Social Event, Second Annual	Reach for Community Hope (RCH)
03/25/07	Oregon Native Chamber of Commerce Luncheon	Oregon Native Chamber of Commerce
04/07/07	Bengal New Year Cultural Event	Bangladeshi Community of Oregon
04/10/07	Diversity Summit 2007	Portland General Electric
04/11/07	Constructing Hope Resource Dinner	Irvington Covenant Community Development Corporation
04/14/07	Martin Luther King Jr., Memorial Walk	Commission to End Racism
04/14/07	Ninth Annual Scholarship and Awards Banquet	The Asian Reporter Foundation
04/22/07 – 04/24/07	Limitless Opportunities: Exploring New Horizons With Excellence	National Forum for Black Public Administrators (NFBPA)
04/25/07 - 04/28/07	AAAA 33 rd Annual Conference, "Diversity versus Affirmative Action: Where Do They Meet?"	American Association for Affirmative Action (AAAA)
04/21/07 - 04/25/07	National Forum for Black Administrators Forum 2007 "Limitless Opportunities: Exploring New Horizons with Excellence and Innovation"	National Forum for Black Administrators (NFBPA)
04/23/07	Chip Terhune, Chief of Staff presenting the signed proclamation to the members of the Oregon Vietnamese-American Association	Oregon Vietnamese-American Association

Date	Events Attended	Sponsor
04/28/07	Vietnamese-American Freedom Flag Day – 2 day celebration and reading the proclamation	Oregon Vietnamese-American Association
01/03/06	Video Taping of Vietnamese New year Greeting for Little Saigon Television	Little Saigon Television
01/09/06	4 th Annual Oregon Leadership Summit	Oregon Business Plan
01/12/06	25 th Anniversary El Hispanic News	El Hispanic News
01/13/06	Dr. Martin Luther King, Jr., Commemoration City Celebration	City of Salem
01/16/06	20 th Annual Martin Luther King, Jr., Breakfast	The Skanner <i>Newsgroup</i>
01/16/06	20 th Anniversary, Tribute to Rev. Dr. Martin Luther King, Jr.,	Worlds Arts Foundation
01/19/06	Oregon Minority Lawyers Association Luncheon	Oregon Minority Lawyers Association (OMLA)
02/01/06	Memorial for Mrs. King	
02/06/06	Asian American Business Alliance Luncheon	Asian American Business Alliance
02/08/06	Community Summit Networking	Korean American Citizens League
02/09/06	Say Hey, NW!	Partners in Diversity
02/11/06	Harambee Center fore Children of Uganda	Harambee Centre
02/17/06	Taoist Tai Chi Society Banquet, Chinese New Year Celebration	Taoist Tai Chi Society, Portland Chapter
02/22/06	BPA Speak/Workshop	
02/22/06 – 02/26/06	Lee Mun Wah Training	Oregon State University
02/24/06	State of the State	The City Club
02/27/06	Black History Month Event	Portland Community College
02/28/06	10 th Annual YWCA Women Helping Women Luncheon	YWCA
03/02/06	From Brokenness to Beauty – City Hall First Thursday Celebration of the African American Community	City Council
03/02/06	Hispanic Chamber of Commerce Luncheon	Hispanic Metropolitan Chamber of Commerce
03/07/06	Guadalajara Sister Open House	Guadalajara Sister Open House
03/09/06	Urban League Job Fair	Urban League of Portland
03/20/06	Shipping Out, Story of Seafaring Women Feature Oregon Board of Maritime Women	Oregon Public Broadcasting
03/23/06	Speak CLE	Oregon State Bar
03/30/06 – 04/01/06	National Organization of Black Elected Legislative Women	National Organization of Black Elected Legislative Women

Date	Events Attended	Sponsor
	Conference (NOBEL) Conference	Conference (NOBEL)
04/09/06 – 04/13/06	National Forum for Black Public Administrators	National Forum for Black Public Administrators
04/22/06	Asian Reporter’s Eight Annual Scholarship Reception	Asian Reporter
04/25/06	America’s Ethnic Buy In	
04/26/06	Oregon Native American Chamber of Commerce Luncheon	Oregon Native American Chamber of Commerce
04/28/06	Focus on Youth Panel Session	Oregon Assembly for Black Affairs
04/29/06	Oregon Assembly for Black Affairs (OABA) Meeting	Oregon Assembly for Black Affairs (OABA)
05/02/06	Hispanic Scholarship Luncheon	Hispanic Metropolitan Chamber of Commerce
05/11/06	Say Hey, NW!	Diversity Partnership
05/17/06	Reception for new CEO at Legacy Emanuel	Legacy at Emanuel
05/20/06	AsiaFest	Asian Reporter
05/21/06	The Bridge Builders 10 th Annual Black Baccalaureate	The Bridge Builders
05/24/06	Urban League Board Meeting	Urban League of Portland
05/25/06	A Luncheon and Review of Today’s Navy	Navy Recruiting District
05/25/06	The 7 th Annual Awards Program	The Center for Diversity and Multicultural Affairs and The Navy
05/31/06	Transgender Issues in the Workplace Harassment Conference	NW EEO/ Affirmative Action Association
06/02/06	The Importance of Diversity in Higher Education	Portland State University
06/02/06	La Noche de OCHA	Oregon Council for Hispanic Advancement
06/05/06 – 06/09/06	“Leaders of Color” Boot Camp	PSU, Hatfield School of Government, Clackamas County and Governor’s Affirmative Action Office
06/10/06	Navy Luncheon	Navy Recruiting District
06/10/06	Navy Reception	Navy Recruiting District
06/17/06	Hispanic Chamber of Commerce Membership Luncheon	Hispanic Metropolitan Chamber of Commerce
06/19/06	2006 PROMISE Program	Department of Administrative Service, State of Oregon
06/21/06	Multicultural Alliance Building with Lee Mun Wah	Public Management Association (PMA) in Partnership with Leadership Oregon
06/28/06	Oregon Native Chamber of	Oregon Native Chamber of

Date	Events Attended	Sponsor
	Commerce Monthly Luncheon	Commerce
06/29/06 – 07/02/06	2006 Annual Legislative Conference	National Organization of Black Elected Legislative Women
07/11/06	NIKE, Community Awards	NIKE, Portland Factory Store
07/21/06	Board of Visitors (BOV) Candidate Reception	Board of Visitors
08/11/06 – 08/13/06	Healing Journey Conference	Native American Rehabilitation Association of the NW (NARA)
08/16/06	An Evening of Storytelling	Oregon Commission on Asian Affairs
08/17/06	An Evening in the Garden, honoring Asian American Women	Portland Classical Chinese Garden
08/19/06	Bridge Town Voices: Immigrants and Refugees in Portland Sharing our Dreams	Bridgetown Bridges
08/20/06	India Festival 2006	India Cultural Association
08/24/06	2006 PROMISE Program Graduation	Department of Administrative Services, State of Oregon
09/07/06	2006 Hispanic Heritage Celebration Dinner	Hispanic Metropolitan Chamber of Commerce
09/12/06	Diversity Economic Empowerment Day “Setting the Table Conference”	PDX, Confidential
09/15/06	2006 Convene in Eugene Affirmative Action Program Reunion	Oregon State Bar
09/20/06	2006 Diversity Conference	Department of Human Services and Department of Transportation
10/02/06	Asian American Business Alliance Dinner	Asian American Business Alliance
10/03/06	Equal Opportunity Day Banquet	Urban League of Portland
10/04/06	MED Week: Minority Enterprise Development Awards Luncheon and Trade Show	METRO
10/07/06	Nigerian Independence Day Banquet	Nigerian Community in Oregon and Southwest Washington
10/14/06	Native American Chamber of Commerce Second Annual Gathering Banquet	Native American Chamber of Commerce
10/18/06	Preparing for a Cultural Inclusion: Strategic Thinking with a Diverse Perspective by Dr. Garfield de Bardelaben	NW/EEO Affirmative Action Association
10/20/06	2 nd Annual Health Disparity	African American Health

Date	Events Attended	Sponsor
	Conference	Coalition, Inc.
10/23/06	2006 Risk Management Workshop Managing Risk: Mission Possible	Oregon State University
10/23/06	1 st Annual Cultural Conference and Empowerment Symposium	Journeys of the Heart Adoption Services
10/24/06	Strategies for Cultural Competency and Ethics in the 21 st Century	NW/EEO Affirmative Action Association
10/31/06	Tapping Fresh Talent: Student with Disabilities, A Business Perspective on Internship and Summer Hires	Oregon Business Leadership Network
11/01/06	Trading at the River 2006	Oregon Native Business Network (ONABEN)
11/04/06	Change of Command Banquet	Navy Recruiting District
11/09/06	“Challenge”	Reaching and Empowering All People (REAP) Inc.
11/17/06	Celebrating Native American Month, “Honoring our Allies”	Native American Youth and Family Center (NAYA)
11/20/06	2006 Governor’s YOUTH Awards, Youth Overcoming Difficult Times and Hardship	Oregon Youth Authority
12/07/06	12 th Annual Holiday Scholarship Fundraiser	Hispanic Metropolitan Chamber of Commerce
12/20/06	Salem Speaks Up!	Salem Human Rights Commission
12/31/06	Fourth Annual Khmer Heritage Celebration	Cambodian American Association

D. Proclamations Delivered

The following is a list of proclamations that the GAAO staff presented to various statewide community organizations, ethnic groups and state affirmative action representatives.

Date	Proclamations
01/15/07	Dr. Martin Luther King, Jr. Remembrance Day
01/15/07	Skanner Group Community-Wide Breakfast Dr. Martin Luther King, Jr. Remembrance Day
01/19/07	Eshé Weekend
02/01/07	African American History Month
02/18/07	Chinese New Year
02/18/07	Lunar New Year/Tet Festival
02/18/07	Vietnamese New Year/Tet Festival
03/01/07	Women's History Month
04/28/07	Vietnamese American Heritage and Freedom Flag Day
05/01/07	Asian Pacific American Heritage Month
01/16/06	Dr. Martin Luther King Jr., Remembrance Day
01/16/06	Skanner Group Community-Wide Breakfast Dr. Martin Luther King, Jr. Remembrance Day
02/01/06	African American History Month
05/01/06	Foster Care Month
05/01/06	Asian Pacific American Heritage Month
06/01/06	Gay, Lesbian, Bisexual and Transgender Pride Month
07/01/06	American with Disabilities Act Awareness Month
08/20/06	India Day
08/26/06	Women's Equality Day
09/12/06	Diversity Economic Empowerment Day
09/15/06	Hispanic Heritage Month
10/01/06	National Disabilities Employment Awareness Month
10/02/06	Minority Enterprise Development Week
10/13/06	Black Midwives and Healers Week
11/01/06	National American Indian Heritage Month
12/01/06	Rosa Parks Day
12/10/06	Human Rights Day
12/31/06	Cambodian-American Heritage Month

E. Definition of Federal EEO-4 Job Categories

- 1. Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, provide specialized consultation. Job titles in this category may include: regional, district or area directors; deputy directors; controllers; examiners; wardens; superintendents; sheriff; police and fire chiefs; inspectors; and kindred workers.
- 2. Professionals:** Occupations which require specialized and theoretical knowledge usually acquired through college training or work experience and other training which provides comparable knowledge. This category includes: personnel and labor relations workers; social workers; doctors; analysts; accountants; engineers; employment and vocational rehabilitation counselors; teachers or instructors; police and fire captains and lieutenants; and kindred workers.
- 3. Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This category includes: computer programmers and operators; drafters; surveyors; licensed practical nurses; photographers; radio operators; technical illustrators; highway technicians; science technicians (medical, dental, electronic, physical); assessors; inspectors; police and fire sergeants; and kindred workers.
- 4. Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. This category includes: police patrol officers; fire fighters; guards; deputy sheriffs; bailiffs; correctional officers; detectives; marshals; harbor patrol officers; and kindred workers.
- 5. Paraprofessional:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience than is normally required for professionals or technicians. This category includes: library assistants; research assistants; medical aides; child support workers; police auxiliary workers; welfare service aides; recreation assistants; homemaker aides; home health aides; and kindred workers.
- 6. Administrative Support:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. This category includes: bookkeepers; messengers; office machine operators; clerk typists; stenographers; court transcribers; hearings reporters; statistical clerks; dispatchers; license distributors; payroll clerks; and kindred workers.

- 7. Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience, or through apprenticeship or other formal training programs. This category includes: mechanics and repairers; electricians; heavy equipment operators; stationary engineers; skilled machining occupations; carpenters; compositors and typesetters; and kindred workers.
- 8. Service Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public, or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. This category includes: chauffeurs; laundry and dry cleaning operatives; truck drivers; bus drivers; garage laborers; custodial personnel; gardeners and grounds keepers; refuse collectors; construction workers; and kindred workers.

XI. GLOSSARY OF TERMS

Accessibility: the ability of a person with a disability to approach, enter, and use an employer's facilities easily, particularly such areas as its personnel office, work site, programs, services, benefits, privileges, employment, and public areas.

Adverse Impact: a substantially different rate of selection in hiring promotion, transfer, training, or other employment decisions, which works to the disadvantage of members of a particular group.

Affirmative Action: procedures by which racial/ethnic minorities, women, persons in the protected age category, persons with disabilities, Vietnam era veterans, and disabled veterans are provided with increased employment opportunities. This will also include programs for monitoring progress and problem identification. It shall not mean any sort of quota system.

Affirmative Action Plan: a written document including goals and objectives which delineates the steps an agency will take to provide equal opportunity within its workforce.

Affirmative Action Program: a specific results-oriented program, in an affirmative action plan, designed to provide equal opportunity within the workforce.

Agency: a state agency, department, commission, or board.

American Indian or Alaskan Native: a person with origins in any of the original peoples of North America through tribal affiliation or community recognition.

Applicant Flow Data: a statistical compilation of employment applicants showing the specific numbers of each racial, ethnic, and sex group who applied for each job class (or group of job classes requiring similar qualifications) during a specified time period.

Applicant Pool: total of those persons who have applied for or have been considered for a particular position.

Appointing Authority: a board, commission, officer, commissioner, person or group of persons having the power to make appointments by virtue of a statute or by lawfully delegated authority.

Asian or Pacific Islanders: a person with origins in any of the original peoples of the Far East, Southeast Asia, Hawaiian Native, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, the Philippine Republic, and Samoa.

Availability Analysis: the collection, review, and analysis of data reflecting the percentage of protected group members available for employment in the labor market.

Availability Base: the percentage of protected group members who have or who are capable of attaining the requisite skills for entry into a specific job group in a designated recruitment.

Bona Fide Occupational Qualification (BFOQ): a qualification required for performance of a job that limits the opportunity of persons of a particular sex, religion, or national origin to apply for consideration.

Black/African American (not of Hispanic Origin): a person with origins in any of the black racial groups of Africa who is also not of Hispanic origin.

Caucasian (includes European American and Arab American): a person with origins of the original peoples of Europe, North Africa, or the Middle East who is not of Hispanic origin.

Compliance: Conformity with the requirements set forth in the State of Oregon's Affirmative Action Plan Guidelines, and other State and Federal laws and regulations.

Designee: an individual at the executive level, reporting directly to the agency head, to whom are designated affirmative action duties.

Disabled Veteran: a person entitled to disability compensation under laws administered by the Veterans Administration for disability rated at 30 percent or more, or a person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Division: a division is defined for the purposes of the Affirmative Action Plan Guidelines as any facility, region, district, or section appropriate to a given agency structure and/or workforce depiction.

Employee: any person holding a position in state service subject to appointment by an appointing authority.

Equal Employment Opportunity: the opportunity to obtain employment, promotions and other benefits of employment without discrimination because of race, color, religion, sex, marital status, national origin, age, physical, sensory or mental disability, or status as a disabled Vietnam era veteran.

Goal: a target express as both a number and percentage for placing protected group members in a job group for which underutilization exists.

Hispanic: a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. Only those persons from Central and South America countries who are of Spanish origin, descent, or culture should be included in this category. Persons from Brazil, Guyana, Surinam, or Trinidad, for example, would be classified according to their race and would not necessarily be included in the Hispanic category. In addition, the category does not include persons from Portugal who should be classified according to race.

Job Categories: the eight categories designated by the Equal Employment Opportunity Commission for Affirmative Action reporting to federal agencies: Officials and Administrators, Professionals, Technicians, Protective Service Workers, Paraprofessional, Office and Clerical, Skilled Craft, and Service and Maintenance.

Job Class: any position or position class in state service.

Job Group: one or more job classes having similar job duties, salary range, career ladders, and recruitment area and having enough incumbents to allow for a useful utilization analysis (50 or more).

Job Group Analysis: the assessment of data on the percentage of protected group members within a job group to determine if underutilization exists.

Labor Market or Labor Market Area: a geographical area from which an agency may reasonably expect to recruit employees.

Long Term Timetable: a period of time greater than two years, but not exceeding six years.

Minorities/Persons of Color: all persons classified Black/African American (not Hispanic origin), Hispanic, Asian, Pacific Islander, American Indian, or Alaskan Native.

Parity: a condition where percentage of the representation of a protected group in the workforce, occupational category, job group or class equals the percentage of such persons in the availability base.

Persons with Disability: persons with physical, mental or sensory impairments that would normally impede an individual in obtaining and maintaining permanent employment and promotional opportunities. The impairments must be material rather than slight; static and permanent in that they are seldom fully correctable by medical replacements, therapy or surgical means.

Policy Statement: a written statement, signed by the agency head, declaring and affirming the agency's commitment to equal opportunity and affirmative action.

Problem Area Analysis: an examination designed to determine deficiencies that must be addressed before full participation of protected group members in the workforce can be assured.

Protected Class: refers to group(s) with respect to race, creed, color, national origin, sex, age, marital status, veteran status, or the presence of any sensory or physical disability.

Short Term Timetables: a period of two years or less.

Timetable: a period of time in which a goal is to be achieved.

Underutilization: a condition where the percentage of representation of a protected group in the workforce, occupational category, job group or job classes is less than the percentage of such persons in the availability base.

Upward Mobility: the opportunity to advance to a higher job class.

Utilization Analysis: protected group availability compared to current workforce for the purpose of determining representation of protected groups.

Vietnam Era Veteran: a person who served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975 and was discharged or released there from with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964, and May 7 1975; and who was so discharged or released within 48 months preceding an alleged violation of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, the affirmative action clause, or the regulations issued pursuant to the Act.

Workforce Analysis: a comprehensive inventory of all permanent full time employees at a point in time by race/sex, job classes and occupational category.

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