

STATE OF OREGON

2009-2011

AFFIRMATIVE ACTION SUMMARY REPORT

presented to

**Governor
Theodore R. Kulongoski**



Salem, Live Workshop



*Oregon State Affirmative Action Representatives and
Governor's Affirmative Action Staff*

Portland, Video Workshop

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January 8, 2009

Affirmative Action Works – Diversity Enriches – Cultural Competency Stabilizes

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THEODORE R. KULONGOSKI
OREGON

January 8, 2009

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

Dear Governor Kulongoski:

It is with great pleasure to present to you the State of Oregon's 2009-2011 Affirmative Action Summary Report.

This report details the Governor's Affirmative Action Office's (GAAO's) journey to achieve the mission and goals set by the State of Oregon to provide leadership and expertise to attract, develop, and maintain a diverse workforce committed to quality public service. The GAAO will show how some agencies identify and implement their affirmative action initiatives.

The State of Oregon has made many accomplishments on the first leg of this journey. On the second leg of this journey, the GAAO has and will continue to provide to agency heads resources and reports (e.g., BOLI, DAS Risk Management, etc.) as tools to gauge successes and areas that need to be improved.

The GAAO will continue the journey to make the State of Oregon the "Employer of Choice" and encourage agency heads to champion promotion from within and reinforce to all employees that the GAAO is here when there is a need to talk to someone outside of their agency.

Thank you for your continued efforts to maintain an inclusive and diverse workforce.

Sincerely,

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

I. INTRODUCTION

The Governor's Affirmative Action Office (GAAO) recognizes that State agencies have experienced tremendous success in some areas and there are still areas that need to be addressed. The State cannot afford to lose ground! To build on the successes, the State must design and implement strategies that will propel values of equity and fairness. The GAAO is determined to put into practice a system of programs designed to yield benefits of heightened awareness; inclusiveness; and demonstrate commitment to the principles of equal employment opportunity and affirmative action. It is critical that the GAAO 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 work of the GAAO is guided by Federal and State rules for Equal Employment Opportunity and Affirmative Action to protect the rights of all individuals to: take and maintain a job; engage in all activities of the State; and 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 employees have the right to lodge a complaint if the employee feels they have been subject to discrimination, harassment, or retaliation.

A. 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. This 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 to direct and monitor the Governor's Affirmative Action Program. The Program Manager also provides management, executive, administrative, and technical support to programs (e.g., cultural competency, exit interview process, etc.). In addition, this position: interprets program policies for the director; reviews program operations; and conducts research and writes reports of findings which include 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.

Intern: The Governor's Affirmative Action Office Intern assists in the administration of programs, operations, and coordination of communications internally and externally.



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

“This is a moral challenge because if we do not defend social justice and diversity – then the progress we make on the economic front will be bought with compromised principles and a weakened human spirit.”

State of the State Speech 2005
Governor Theodore R. Kulongoski

Managers readily agree that employee retention is a key challenge in our agencies today, especially of our best and brightest employees. Employee retention is critical to the long term health and success of state agencies. The Governor’s Affirmative Action Office (GAAO) has highlighted several agencies that are taking proactive measures to ensure their success. (See Section V, Pages 9-19 “State Agencies Best Practices.”)

In the year 2009, 537 management and 2,075 non-management employees will be eligible to retire. Anticipated retirements within the next ten years will require concentrated recruitment efforts and the necessity to make fundamental changes in state government hiring and retention practices. Because there has been little in the way of succession planning, the loss of institutional knowledge of so many experienced workers can be expected to have a profound impact on the operations of state government.

From 2010 to 2014 an estimate of 5,498 state employees will be eligible to retire. The aging workforce will impact agencies differently. This will depend on not only the agency’s current workforce, but also its jurisdiction, demographics and ability to attract replacement staff.

In order to continue on the journey to become the “Employer of Choice,” the State needs to strengthen our efforts to be an inclusive workplace by creating a welcoming environment. Statistics continue to show a trend that the State is not where it wants to be as far as the recruitment, retention and promotion of women, people of color, people with disabilities, and other protected classes. (See Sections VIII, Pages 45-47 “Recommendations.”) Through the use of affirmative action, agencies will take positive steps to avoid discrimination and move to proactively promote a diverse and inclusive workforce.

IV. PROGRAMS, TRAINING, AND OUTREACH

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.

The following programs, trainings, and outreach are currently being applied and/or developed to be implemented within the current biennium.

A. PROGRAMS

1. Ongoing

a. Cultural Competency/Awareness Assessment and Implementation Services *(in collaboration with Department of Administrative Services [DAS])*

In keeping with the Executive Order 05-01 and amended Executive Order 08-18, the State has contracted with two outstanding firms to implement the program. These firms will provide important first steps to assist agencies to identify their strengths and areas for improvements. This program will allow us to move towards a more inclusive workplace by addressing the following objectives to:

- (1) Define diversity and culture;
- (2) Create a climate of increased cultural awareness;
- (3) Identify and respond to cultural and language barriers;
- (4) Describe how all members of the organization should be valued and respected;
- (5) Promote managerial skills among diverse population of employees;
- (6) Understand the role of the employee in creating a welcoming environment;
- (7) Improve employee morale;
- (8) Facilitate discussion to open channel and create dialogue about similarities/differences; and
- (9) Describe how to weave diversity into everyday thought patterns.

b. Affirmative Action Monthly Workshops

The GAAO convenes the workshops 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.

In September 2008, video conference of the workshops was made available to affirmative action representatives in the Portland State Office Building. The video conferencing will allow more participation from agencies located in the Portland area.

Since the inception of the workshops in 2003, the GAAO has been privileged to have speakers on a variety of topics designed to foster new ideas and provide roadmaps for the affirmative action representatives. (See Appendix XI, Pages 53-54.)

2. **Startup**

a. Youth Art on Loan (Oregon Youth Authority [OYA])

The OYA has a unique opportunity available for state agencies to utilize art from their youth. The youth produce paintings, masks, woodwork, metalwork, sculpture, and other works of art to share their culture and personal messages. The “Youth Art on Loan” will allow state agencies to diversify and make a more welcoming workplace.

B. **TRAININGS**

1. **Ongoing**

a. Addressing the Generational Mysteries in the Workplace

This is the first time in American history that four generations are in the workplace working side-by-side. Some agencies are facing these challenges and addressing these situations in their diverse workforces today. The GAAO offers this training to promote awareness and understanding of the generational differences. The training will allow employees to gain ideas and tools for recognizing and rewarding employees with a variety of needs, values, and preferences.

b. Outside Organization Training

The GAAO is seeing more affirmative action representatives attend additional trainings from non-state organizations. Some of the organizations include:

- (1) NW/EEO Affirmative Action Association
- (2) Oregon Business Leadership Network (OBLN)
- (3) Oregon State Personnel Management Association (OSPMA)
- (4) Public Management Association (PMA)
- (5) Webinars

c. Statewide Mandatory Training

In 2006, a group of agency representatives, mainly Human Resources managers, came together as an advisory group to make recommendations to the Human Resource Management Consultation (HRMC) Unit, regarding policies. One of the recommendations was to make the **Discrimination and Harassment Free Workplace Policy** a statewide policy rather than a model policy for agencies to use as a guide to create their own. Therefore, the Harassment and Discrimination Policy 50.010.01 was changed to a statewide policy was finalized on June 29, 2007. All agencies are expected to use Policy 50.010.01 as their discrimination and harassment policy.

The Maintaining a Professional Workplace Policy (50.010.03) states that “...It is the policy of State of Oregon to create and maintain a work environment that is respectful, professional and free from inappropriate

workplace behavior.” This policy gives employees an alternative to calling behavior discrimination or harassment. It also gives managers a means to address inappropriate workplace behavior.

2. **Startup**

a. Pre-interview Panel Training

This training is specifically designed to assist stakeholders who are asked to participate as an interviewer on the panel. The goal is to provide potential interview panel members a level of consistency with the practice of effective and appropriate interviewing techniques. This session will provide interview panelist: clarity on the role of a panelist; ways to identify possible cultural bias; etiquette skills, interviewing in a diverse environment; knowledge of how to evaluate interview questions for appropriateness; expectations of the applicant; and the workplace environment.

C. **OUTREACH**

To be successful the GAAO reaches out to local communities as well as nationally by attending and speaking on behalf of the Governor’s Office at events to promote the State of Oregon as the “Employer of Choice.”

The following are some of the efforts:

1. **Boards and Commissions**

The GAAO encourages community members to become more actively involved in the administration of our state government. As Oregon State Board and Commission members, they participate in a long tradition of citizen governance. Member’s contribution of time and talent assures the continuation of citizen involvement in government in the Oregon. Their investment and commitment to local communities to listen to the needs of the constituents and find equitable solutions to problems, enables Oregon to preserve its quality of life.

The GAAO currently has a system in place with Nancy Goss-Duran, the Governor’s Executive Appointments Director, to track follow-up phone calls and letters to prospective board and commission members given to her from the GAAO. After appointments have been confirmed, the GAAO sends out congratulatory letters to them.

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 - 2008
African American	9	70
Asian/Pacific Islander	10	91
Hispanic	17	98
Native American	8	71
Women	224	1167

As of October 30, 2008, 48 people have indicated other/multiracial on their application form, up from nine members as of 2004. Also, as of October 30, 2008, 116 people did not identify race on their application.

2. Community Engagement

The GAAO continues to build relationships both statewide and nationally by sending management positions and board/commission opportunities in state and out-of-state when appropriate.

The organizations, an ongoing list, identified so far are:

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
- Tribal Colleges
- Women's Colleges

The GAAO has also formed partnerships with private and public entities statewide and nationally.

V. STATE AGENCIES BEST PRACTICES

Given the changing demographics of the state, the need to diversify the workforce is well understood by agency heads. Some agencies still struggle with the possible challenges to recruit, retain, and promote a diverse workforce. Over the last few years, state agencies have focused on affirmative action as the primary tool to diversify their workforce. Data and research has identified some barriers to achieve workforce diversity: (1) using the same existing recruitment process that brings the same weak results; (2) an agency culture that is slow to embrace and retain women, workforce of color, people with disabilities, and the other protected classes.

The following agencies were selected for their creativity and innovation in overcoming some of these challenges. The number of total employees, as of June 30, 2008, is noted in brackets after the agency name.

A. DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS) [944]

1. Training and Career Development

Employee Services staff provides specialized training for supervisors in the areas of harassment awareness prevention, equal employment opportunity interviewing and selection, workforce diversity, family medical leaves, and the American Disabilities Act.

2. Programs

a. Internship

DAS is proud to be the sponsor of the new InternOregon program. While diversity is still a high priority, DAS has opened the program to any student at any institution of higher education. As a result, several out-of-state students have been placed within the program.

b. Community Outreach

(1) Agency staff actively seek opportunities to meet personally with officials from: Oregon State Hispanic Employee Network (OSHEN), Statewide Affirmative Action Monthly Workshops, DAS Diversity Council, Monthly Statewide Recruiters Meeting, State Employment Application Tips (S.E.A.T.), and Progressive Engineering Focus Program at Oregon Department of Transportation.

(2) DAS actively participates in the following Career/Job Fairs: First Avenue Career Fair, Oregon State University, University of Oregon, Portland Community College Job Fair, Latino Employment and Trade Fair, Portland Urban League Job Fair, Salem Area Job Fair, Maximum Connections Job Fair, Portland State University Job Fair, Lewis and Clark Job Fair, and sponsored the first State Career Fair.

B. OREGON COMMISSION FOR THE BLIND [53]

1. Training and Career Development

The Commission provides opportunities for training to employees to develop proficiency to enhance skills and encourage development in areas of potential advancement. Suggestions from these trainings are frequently discussed during performance reviews to meet individual goals for the upcoming year. A federally funded training grant has been acquired to ensure adequate support to staff for such purposes.

2. Programs

a. Internship

The Commission offers internship to students entering the rehabilitation profession in partnership institutions of higher education around the nation that train vocational rehabilitation counselors and rehabilitation instructors for the blind.

b. Community Outreach

The Commission has a statewide community outreach campaign that is designed to target individuals who would benefit from the services available through the vocational rehabilitation and independent living programs within the agency.

c. Diversity Awareness

Each year the Commission participates in activities related to disability awareness and works towards educating the business community about the capabilities of individuals who are blind in the workforce. The Commission also works with other community organizations to educate the public on the white cane law and the importance of awareness of safety surrounding pedestrians who are legally blind.

C. OREGON DEPARTMENT OF CORRECTIONS (ODOC) [4,471]

1. Training and Career Development

a. Each year a 40-hour training program is designed to meet the requirements for both custody and non-custody employees and contractors.

b. Preparation for Supervision: This 32-hour National Institute of Correction course is an introduction to supervisory concepts.

c. Management In-Service: This 16-hour intensive and interactive course provides knowledge and skills focused on leadership and decision-making, communication, management of security, legal issues, ethics, and personnel procedures.

d. Director's Academy: This is a one-week training for management service employees.

2. **Succession Planning**

The ODOC is committed to preparing staff for future appointments to key positions in the departments. The training and activities assist the candidate to master requirements needed in an effort to become as competitive as possible for future leadership opportunities.

D. **DEPARTMENT OF CONSUMER AND BUSINESS SERVICES (DCBS) [1,090]**

1. **Training and Career Development**

- a. The DCBS' values to honor and respect the differences inherent to a multi-cultural, multi-generational, and multi-able workplace by providing training courses using methods that are effective with divergent learning styles. Courses include: Diversity and Cultural Competency, Communicating in the Workplace, Handling Difficult Customers, Collaboration in the Workplace, Effective Negotiation, Being an Effective Team Member, Managing for Ownership and Buy-in, Making the Most of Your Team, Coaching and Mentoring, Leading an Inter-Generational Workforce, and Mentoring for Success.
- b. The DCBS offers training that emphasizes respect for all employees including Intergenerational Communication, Interpersonal Communication Skills, Collaboration in the Workplace, and handling Difficult Customers. These trainings reinforce the value of respecting differences including cultural, generational, physical limitation, gender and life experiences.

2. **Programs**

a. Community Outreach

- (1) The DCBS visited 36 college and university career centers around the State of Oregon to provide information for students and alumni about careers at DCBS.
- (2) The DCBS participated in: Women in Trades Career Fair, the Annual First Avenue Career and Graduate School Fair, and the Hispanic Chamber Employment and Contracting Tradeshow and provided information to individuals about career services at DCBS.
- (3) The DBCS offers job seekers an invitation to career assistance including informational interview, mock interviews, and resume reviews.

3. **Succession Planning**

The DBCS has developed a structured Career Development Process to assist employees interested in promoting, or learning new skills to change careers through a self-evaluation. Human Resources will be marketing the Career Development Process through the use of brochures, e-mail, DBCS intranet postings, Senior Human Resource Analysts presenting information in the DCBS newsletter, "Connections."

E. **OREGON DEPARTMENT OF FISH AND WILDLIFE (ODFW) [1,083]**

1. **Programs**

a. Internship

The ODFW obtains participants from: Oregon Youth Conservation Corps., Oregon School for the Blind, and American Fisheries Society to provide work experience opportunities.

F. **OREGON DEPARTMENT OF FORESTRY (ODF) [1,128]**

1. **Training and Career Development**

New Employee Orientation covers affirmative action and diversity topics. All employees are required to attend the DAS Discrimination and Harassment Free Workplace Training. The ODF also offers training entitled “Sharpening Your Communication Skills.”

2. **Programs**

a. Internship

(1) To build relationships, recruiters made on-campus visits to the following universities: University of Montana, University of Idaho, Oregon State University, Humboldt State University, Washing State University, Chemeketa Community College, Northern Arizona University, and State University of New York.

(2) Forestry makes a special effort to attend the Minorities in Agriculture and Natural Resources Related Sciences Conferences.

(3) The ODF works with K-12 Oregon students to develop an interest in natural resources careers.

b. Community Outreach

Forestry’s recruiters and the Affirmative Action Officer have developed and continue to make contacts with a wide variety of ethnic organizations and the educational community.

3. **Succession Planning**

Succession planning is a comprehensive and systematic manner and a high priority. It is addressed consistently at all ODF’s core training programs.

G. **OREGON HEALTH LICENSING AGENCY (OHLA) [88]**

1. **Training and Career Development**

The OHLA staff attends the following trainings: Oregon State Personnel Management Association, Public Management Association, DOJ Employee/Personnel Law Conference, and the Attorney General’s Law Conference.

H. OREGON DEPARTMENT OF JUSTICE (DOJ) [1,361]

1. Training and Career Development

- a. The DOJ conducts the following: Continuing Legal Education “Access to Justice” (formerly known as “elimination of bias”), sessions on “Muslims in the Legal System,” “Modern Anti-Semitism,” “Family Law and Diversity,” “Diversity and The Doctrine of Discovery,” “Socio-Economic Barriers to Access to Justice,” “Multi-Generational Workforce and Honoring Differences,” and “Non-Discrimination and Harassment Policy.”

2. Programs

a. Community Outreach

The DOJ’s community outreach efforts have impacted various minority groups with programs and activities such as the Carrousel of Information and various services regarding Native American affairs. The DOJ has a Native American Affairs Coordinator who coordinates a variety of activities related to government to government relations.

b. Diversity Awareness Program

Diversity Committee offers a “diversity book club” where interested colleagues read and participate in a discussion regarding books with diversity themes.

I. OREGON LOTTERY [445]

1. Programs

a. Community Outreach

The Lottery is a proud sponsor of many scholarships for minority students. The Lottery provides printed referral cards for employees to carry and hand out to people in communities who are potential candidates for positions.

b. Diversity Awareness Program

Lottery will undertake a strategic planning process to identify the vision related to Cultural Competency, design a Cultural Transformation Strategic Plan and develop a Cultural Competency Training Plan.

2. Succession Planning

Lottery will use the cultural competency/awareness assessment to build their succession plan. The Lottery Director has made available a confidential email for employees to voice their opinion to him directly.

J. OREGON MEDICAL BOARD (OMB) [67]

1. Programs

a. Internship

The OMB uses the InternOregon program when special projects surface to teach young people about the mission of the OMB and show them possible employment opportunities.

2. Succession Planning

Thirty-two percent of the OMB workforce is eligible to retire within the next five years. The OMB will develop employees' skills and provide opportunities to grow within the organization. The OMB will also provide assistance to: identify career paths; encourage employees to seek career developmental and job rotation opportunities; identify mentors and coaches and promote their use; link capable employees up with staff members who may be considering retirement; and groom top performers for advanced levels of leadership within the organization.

K. OREGON PARKS AND RECREATION DEPARTMENT (OPRD) [862]

1. Programs

a. Internship

The OPRD's internship program enhances career development opportunities to bridge the gap expected due to future retirements.

b. Diversity Awareness Program

The OPRD will be a partner with DHS and ODOT in the 2009 Annual Diversity Conference. The OPRD uses the resources provided by the Governor's Affirmative Action Office.

L. OREGON PUBLIC EMPLOYEES RETIREMENT SYSTEM (PERS) [366]

1. Training and Career Development

PERS coordinates training efforts to increase the skills, knowledge, and resources to employees.

a. Community Outreach

(1) Newsletter – In the “Espersso,” weekly diversity facts and quotas are featured. PERS monthly newsletter, the “PERcolator” contains a regular diversity column.

b. Diversity Awareness Program

(1) The Diversity Committee was formed to provide opportunities for employees to learn about diversity, increase awareness, and embrace a welcoming environment.

(2) A diversity library was established to allow employees to have organized book discussion groups.

(3) Several sections in PERS hold diversity potlucks or luncheons to celebrate diversity and as a teambuilding activity.

2. Succession Planning

PERS continues to have diverse interview panels and provides training for managers on interviewing and promoting cultural awareness.

Although PERS is a small agency, it has expanded its presence in Portland through outreach programs such as the One Stop Career Center/Workforce Network, putting ads on television public channels, and ads in diverse newspapers.

PERS' Executive Managers attends new employee orientation to provide a friendly face for contact. New employees are made aware of the Diversity Committee.

M. OREGON PUBLIC UTILITY COMMISSION (PUC) [130]

1. Training and Career Development

New employee orientation has a specific scope of work and career advancement. Selected staff can participate in the Leadership Oregon Program and Willamette University's Certificate in Public Management Program.

2. Programs

a. Community Outreach

(1) Members of the public who have a hearing, speech, or physical disability are actively recruited by PUC to participate as volunteer members of the Telecommunications Devices Access Program Advisory Committee. Members provide valuable input regarding the general development, implementation and administration of PUC.

(2) PUC Commissioners and staff conduct public meeting and "open house" events to educate citizens about the work of PUC, and to encourage public involvement.

b. Diversity Awareness Program

Staff is encouraged to attend American Sign Language classes to acquire sign language skills to effectively communicate with their customer base.

N. OREGON DEPARTMENT OF REVENUE (DOR) [945]

1. Training and Career Development

The trainings for all new employees focus on ways to: increase awareness, promote a diverse workforce; and establish a welcoming work environment. The courses are as follows: Interpersonal Communication, Conflict Management, Building Quality Relationships, and Celebrate What's Right with the World.

2. Programs

a. Community Outreach

Revenue will continue to conduct Career Opportunities 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 the advertising.

- b. Diversity Awareness Program
Revenues Workforce Environmental Council (WEC) purpose is to develop and sustain a welcoming work environment where employees have the opportunity to learn, grow, and be challenged. The council provides leadership and coordination to ensure the activities are in alignment with the agency's goals. The Affirmative Action Officer facilitates these committees in the establishment of their objectives, goals, and performance measures.

O. **OREGON DEPARTMENT OF TRANSPORTATION (ODOT) [4,751]**

1. **Training and Career Development**

Workforce education is a continuous process with the threefold objective to improve the: internal work environment, inclusiveness of under-represented persons, and customer service to the growing and diverse customer base.

- a. Employee Training: Employment, Training and Diversity department continues to provide in-house training opportunities, including policies, to all employees.
- b. Diversity Conference: ODOT was an active co-sponsor for the Third Annual ODOT/ DHS Diversity Conference where more than 250 ODOT managers and employees attended in September 2007.

2. **Programs**

a. Internship

- (1) College Engineering Trainee Program: This program provides internship and cooperative education experience directly related to ODOT engineering disciplines. These are paid experiences and students may also be eligible to receive academic credit from their respective institutions.
- (2) Heavy Equipment Training Programs: The primary focus of the internship is to receive training, while assisting and/or under the guidance of a heavy Equipment Technician 1.
- (3) ODOT College Internship Program: Designed to allow students matriculating through an accredited post-secondary program the opportunity to gain practical experience.
- (4) College Graduate Engineer Program (GEP): The GEP is designed for recent engineering graduates to transition from students to full-time engineer. For up to two months, GEP participants are provided rotational assignments throughout ODOT engineering disciplines.

b. Community Outreach

- (1) Historically Black Colleges and Universities Outreach Program: This opportunity provides ODOT an unprecedented access to these administrators, as well as deans and graduating seniors. The relationship led applicants to the College Engineering Trainee and

GEP. It also provided an inroad to a market of highly sought after diverse talent.

- (2) The Workforce Development Program (Regional Alliances): The program was designed to help build a diverse, skilled construction workforce to meet the needs of ODOT projects and the Oregon heavy-highway construction industry now and in the future. It was also designed to leverage the infrastructure needed for workers to build sustainable careers.

P. OREGON WATERSHED ENHANCEMENT BOARD (OWEB) [44]

1. Programs

a. Internship

While Water Enhancement Board does not have a formal internship program in place, it does hire high school and college students throughout the summer. Some of the program areas are: Oregon Plan for Salmon and Steelhead, Monitoring and Reporting Section, The OWEB Acquisition and Easement projects, and conducting coastal storm evaluations.

b. Community Outreach

The OWEB staff continues to have presence in their region's schools to help expose females, persons of color, and persons with disabilities to Natural Resources early in their academics.

c. Diversity Awareness Program

The OWEB promotes diversity awareness through communication at all staff meetings, diversity topics of the month sent to all employees, and a display board in the Human Resources section.

2. Succession Planning

The OWEB recognizes the importance of ongoing efforts in recruitment, succession planning, retention and dynamic human resource management in promoting and maintaining a diverse and respectful workplace. Each biennium the OWEB strives to show improvement in reaching or exceeding parity in employment representation. This provides a professional and welcoming work environment for protected classes where they feel encouraged to seek promotion through developmental opportunities within the OWEB.

Q. OREGON WATER RESOURCES DEPARTMENT (OWRD) [158]

1. Training and Career Development

Water Resource employees receive diversity training that includes Core Mediation training; Discrimination and Harassment Free Workplace and Professional Workplace policy training; How to Communicate with Tact and Professionalism; Interpersonal Communications; and the YWCA Diversity Conference.

2. **Programs**

a. Internship

While Water Resources does not have a formal internship program in place, it does hire high school students and college students throughout the summer. Some of the program areas are Information Services, Dam Safety Program, Hydrologic Technicians, students through the Sea Grant Program to work on policy issues, and ground water studies.

R. **OREGON YOUTH AUTHORITY (OYA) [1,126]**

1. **Training and Career Development**

The Oregon Juvenile Justice Training Academy (OJTA) is part of the OYA's Training Development Unit. The Academy provides training and development programs for new and veteran juvenile corrections workers to learn important safety, security, treatment, and leadership skills for working with today's youth offender population.

2. **Programs**

a. Internship

The OYA works with DAS to offer internship opportunities to college students. This helps to build a pipeline of diverse talent, with efforts focused on reaching students currently underrepresented in state government.

b. Community Outreach

The OYA maintains a statewide list of organizations focused on women and people of color. In collaboration with Minority Services and Employee Services, this resource list will be updated and maintained for networking or outreach.

In addition, the OYA maintains contact with outside organizations through staff attendance at group meetings and conferences. The staff actively seek opportunities to meet personally with officials representing such organizations as Hispanic Advisory Committee, Native American Advisory Committee, etc.

The OYA created Spanish- and Russian-language brochure that explains the implications of Ballot Measure 11. This important information is critical to the public's understanding of the juvenile justice system. In addition, it assists job applicants in understanding the nature of its work and the employee's role within the agency.

c. Diversity Awareness Program

(1) Facility superintendents and program managers are encouraged to enhance cultural diversity awareness through discussions at staff meetings, and special observances in recognition of significant cultural celebrations such as: Women's Equality Day, Martin Luther King's Birthday, Native American Indian Heritage Month, Women's History, Black History, Asian/Pacific Islander Heritage Month, and Disabilities Month.

- (2) **Minority Affairs Committees:** These committees are established to address issues and concerns related to youth, members of the public, and staff of color. Such groups serve the OYA Director by providing information and advice.

VI. REPORTS

Affirmative Action within state agencies has experienced tremendous success in some areas and still has areas to address. Agencies cannot afford to lose ground. The following reports are used by the Governor's Affirmative Action Office (GAAO) to evaluate; make recommendations; and share best practices to eliminate repeating past missteps within the agencies. These reports will also allow agencies to build on the successes, and continue to design and implement strategies that will propel values of equity and fairness.

- A. **RISK MANAGEMENT** (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.
- 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.
- C. **DIRECT APPOINTMENTS** (report from DAS)
The GAAO now has the ability to track direct appointments by agencies. The report identifies whether women, people of color, people with disabilities, and other protected classes are appointed in key positions.
- D. **EXIT INTERVIEWS** (SurveyMonkey.com)
Employee exit interviews are used to gather information from separating employees in a safe and non-threatening manner. The survey covers issues such as: benefits; working conditions; opportunities for career advancement; the quality and quantity of the workload; and relationships with co-workers and supervisors. With the data collections agencies and the GAAO can identify patterns and possible solutions.
- E. **RETIREMENT DATA** (report from DAS)
The GAAO currently has the ability to review data that identifies agencies who will be impacted by the impending retirement. The GAAO is currently working with state agencies to be more proactive with their workforce policies, from recruitment, retention and promotion, while identifying weaknesses or gaps in their workforce planning.
- F. **TRIAL SERVICE EMPLOYEES** (report from DAS)
The GAAO is currently tracking patterns of employees being released in the fifth and sixth month without warning of performance issues. This report will assist agencies to be more vigilant in conducting performance evaluations.

G. DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS), RISK MANAGEMENT

Narrative For Employment Practice Claims Analyses (Pages 22-25)

Tables and graphs shown are based on closed claims data from the DAS, Risk Management information system. Fully-developed closed claims data is used since open claims data is too "undeveloped" to be useful. The tables and graphs of the analyses may highlight trends. Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim.

Analysis A: The data is shown by eight cause types.

Annual averages of Fiscal Years 2005-07 are compared to the average of the previous five fiscal years. The total average annual number of claims closed during Fiscal Years 2005-07 reduced by 20% from 91 to 73 claims. All cause types reduced except Retaliation and Sex Discrimination.

Though the annual average number reduced by 20%, the annual average costs reduced by only 4.5% from \$2.01 million to \$1.92 million. This indicates that the average cost per claim is increasing.

Analysis B: The data is shown by eight cause types.

The cost of claims closed during Fiscal Years 2005-07 is \$3.8 million. Of this amount, \$2.2 million (58%) consisted of payments to claimants. Another \$1.6 million (42%) was spent on legal defense costs.

In terms of cost of payments to claimants, the top two types were Sexual Harassment (26%) and Retaliation (21%). In terms of cost to defend, the top two types were Retaliation (24%) and Age Discrimination (23%).

Analysis C: The data is shown by type of claim outcome.

Most allegations do not result in payment to the claimant although there may be some legal defense costs incurred.

Of claims closed during Fiscal Years 2005-07, only 31% settled with payment to the claimant. The majority of these (74%) were settled before trial.

Of the three closed claims that went to trial, only one verdict was in favor of the claimant.

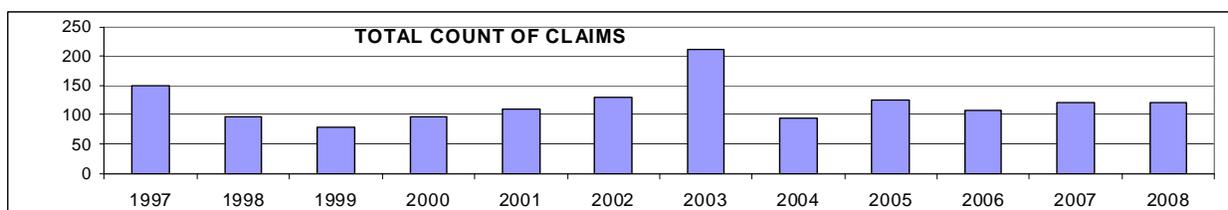
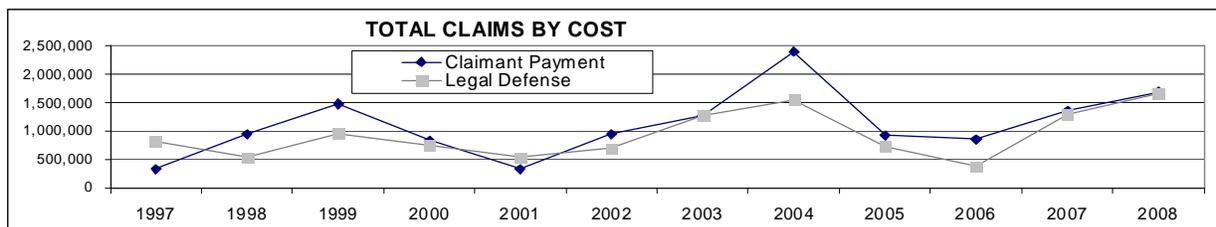
The Department of Administrative Services (DAS) Division, Risk Management prepared the following charts to highlight claim patterns for the years of 1997-2008. Currently, DAS Risk Management's data base is limited to capturing one code per claim. This may not provide a complete picture since multiple allegations are often made in a claim. The charts on this page include all discrimination allegations against the state and are not limited to employment claims. For historical data, there are some minor changes from previous reports because a few closed claims were reopened. This is a normal occurrence and does not materially change the trending picture.

Claims Closed during Fiscal Years 1997-2008

Age Discrimination					Disability Discrimination				Injured Worker Discrimination			
Fiscal Year	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant 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	16	90,312	219,027	309,339	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	25	56,710	135,483	192,193	4	55,000	0	55,000
2007	5	351,795	375,558	727,354	19	208,571	158,217	366,787	3	0	20,298	20,298
2008	7	165,000	64,459	229,459	23	90,330	188,870	279,200	5	40,000	34,447	74,447

Race, National Origin, Color Discr.					Religious Discrimination				Retaliation			
Fiscal Year	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant 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	5	0	52,258	52,258	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	25	76,100	334,553	410,654	12	0	25,992	25,992	61	299,387	563,000	862,387
2004	21	586,301	193,076	779,377	8	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	24	35,129	42,723	77,852
2007	17	100,000	61,045	161,045	16	850	24,967	25,817	36	435,500	373,408	808,908
2008	17	16,982	104,171	121,153	6	0	18,262	18,262	38	800,078	476,050	1,276,129

Sex Discrimination					Sexual Harassment				TOTAL CLAIMS by FISCAL YEAR				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant 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	80	1,482,656	956,503	2,439,159	
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	109	336,447	539,172	875,619	
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	212	1,284,269	1,286,723	2,570,991	
2004	10	425,752	371,991	797,743	6	199,250	102,036	301,286	95	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	13	473,500	68,187	541,687	107	863,878	381,271	1,245,149	
2007	16	183,750	127,808	311,558	10	89,000	162,977	251,977	122	1,369,466	1,304,278	2,673,744	
2008	10	8,725	302,501	311,226	15	575,000	476,133	1,051,133	121	1,696,116	1,664,893	3,361,008	
										1446	13,450,244	11,233,059	24,683,303



A. Number and Cost of Employment Practice Claims by Cause Closed during Fiscal Years 2006 & 2007

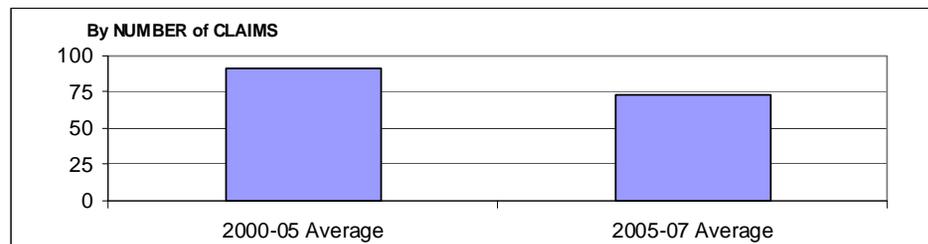
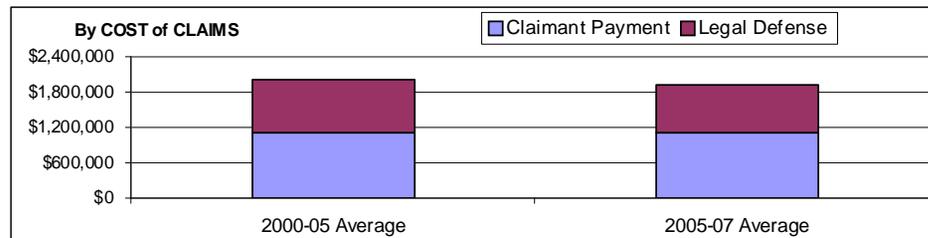
Cause of claim based on first allegation pled though there may be multiple; Fiscal Years 2006 & 2007 - from 7/1/2005 to 6/30/2007

Age Discrimination					Disability Discrimination				Injured Worker Discrimination			
Fiscal Year	Number of Claims	Claimant Payment	Legal Defense	Total Cost	Number of Claims	Claimant Payment	Legal Defense	Total Cost	Number of Claims	Claimant Payment	Legal Defense	Total Cost
2000-05 Ave	6.8	\$6,741	\$42,297	49,037	23.4	\$115,290	\$217,791	333,081	6.6	\$47,866	\$25,946	73,812
2005-06	3	0	0	0	18	56,710	135,483	192,193	4	55,000	0	55,000
2006-07	5	351,795	375,558	727,354	17	208,571	158,217	366,787	2	0	20,298	20,298
2005-07 Ave	4	\$175,898	\$187,779	363,677	17.5	\$132,640	\$146,850	279,490	3	\$27,500	\$10,149	37,649

Race, National Origin					Religious Discrimination				Retaliation			
Fiscal Year	Number of Claims	Claimant Payment	Legal Defense	Total Cost	Number of Claims	Claimant Payment	Legal Defense	Total Cost	Number of Claims	Claimant Payment	Legal Defense	Total Cost
2000-05 Ave	11.4	\$165,485	\$199,008	364,493	3	\$1,463	\$26,185	27,648	15.8	\$334,333	\$212,792	547,125
2005-06	9	109,953	32,797	142,750	1	0	0	0	14	34,629	21,399	56,028
2006-07	9	100,000	61,045	161,045	4	0	2,370	2,370	22	428,000	367,565	795,565
2005-07 Ave	9	\$104,976	\$46,921	151,898	2.5	\$0	\$1,185	1,185	18	\$231,314	\$194,482	425,796

Sex Discrimination					Sexual Harassment				TOTAL CLAIMS by FISCAL YEAR			
Fiscal Year	Number of Claims	Claimant Payment	Legal Defense	Total Cost	Number of Claims	Claimant Payment	Legal Defense	Total Cost	Number of Claims	Claimant Payment	Legal Defense	Total Cost
2000-05 Ave	10.4	\$115,573	\$108,880	224,453	13.8	\$321,133	\$66,925	388,058	91.2	\$1,107,884	\$899,823	2,007,707
2005-06	7	133,586	84,538	218,124	7	473,500	59,088	532,588	63	863,378	333,305	1,196,683
2006-07	16	183,750	127,808	311,558	8	89,000	162,977	251,977	83	1,361,116	1,275,837	2,636,954
2005-07 Ave	11.5	\$158,668	\$106,173	264,841	7.5	\$281,250	\$111,032	392,282	73	\$1,112,247	\$804,571	1,916,818

*Clmt Payment includes Legal Plaintiff



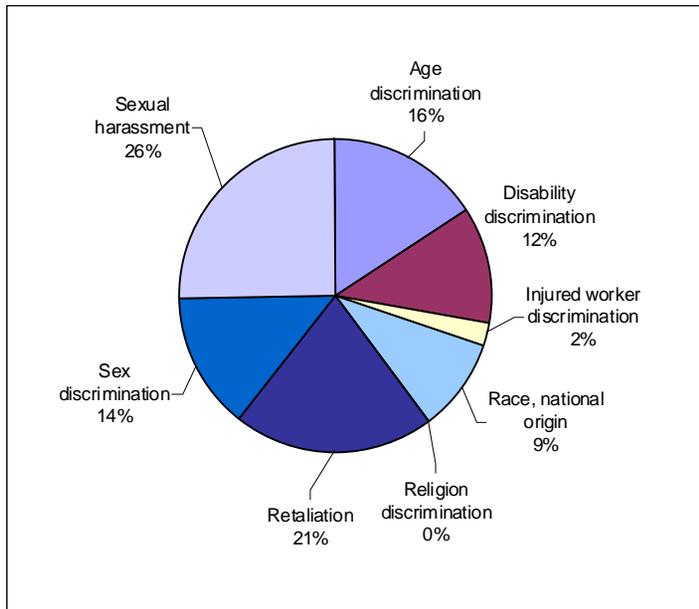
Description: Analysis A: The data is shown by eight cause types. Annual averages of Fiscal Years 2005-07 are compared to the average of the previous five fiscal years. The total average annual number of claims closed during Fiscal Years 2005-07 reduced by 20% from 91 to 73 claims. All cause types reduced except Retaliation and Sex Discrimination. Though the annual average number reduced by 20%, the annual average costs reduced by only 4.5% from \$2.01 million to \$1.92 million. This indicates that the average cost per claim is increasing. *Note: "Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim."*

B. Cost of Employment Practice Claims Closed during Fiscal Years 2006 & 2007

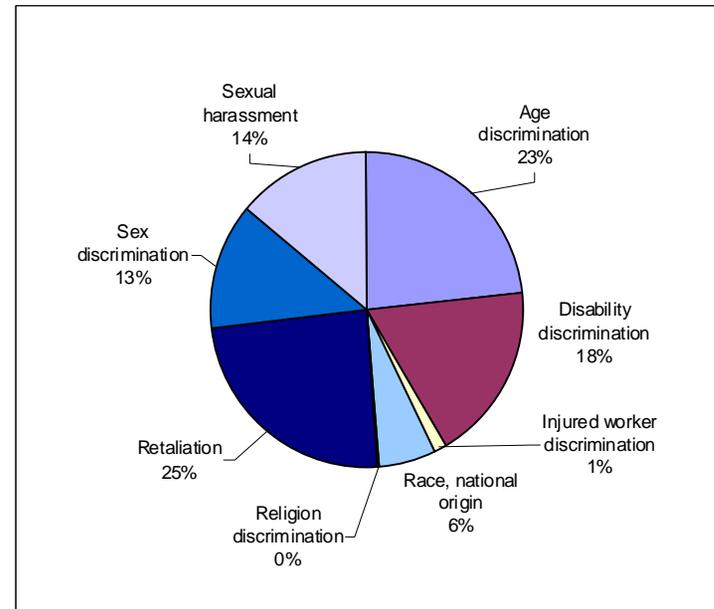
Cause of claim based on first allegation pled though there may be multiple; Fiscal Years 2006 & 2007 - from 7/1/2005 to 6/30/2007

Fiscal Year	Age Discrimination			Disability Discrimination			Injured Worker Discrimination		
	Claimant Payment	Legal Defense	Total Cost	Claimant Payment	Legal Defense	Total Cost	Claimant Payment	Legal Defense	Total Cost
2005-07	\$351,795	\$375,558	\$727,354	\$265,281	\$293,699	\$558,980	\$55,000	\$20,298	\$75,298
2005-07	Race, National Origin			Religious Discrimination			Retaliation		
	\$209,953	\$93,842	\$303,795	\$0	\$2,370	\$2,370	\$462,629	\$388,964	\$851,593
2005-07	Sex Discrimination			Sexual Harassment			TOTAL CLAIMS		
	\$317,336	\$212,346	\$529,682	\$562,500	\$222,065	\$784,565	\$2,224,494	\$1,609,142	\$3,833,637
							58%	42%	100%

Cost of Claimant Payments - 58%



Cost of Defense - 42%



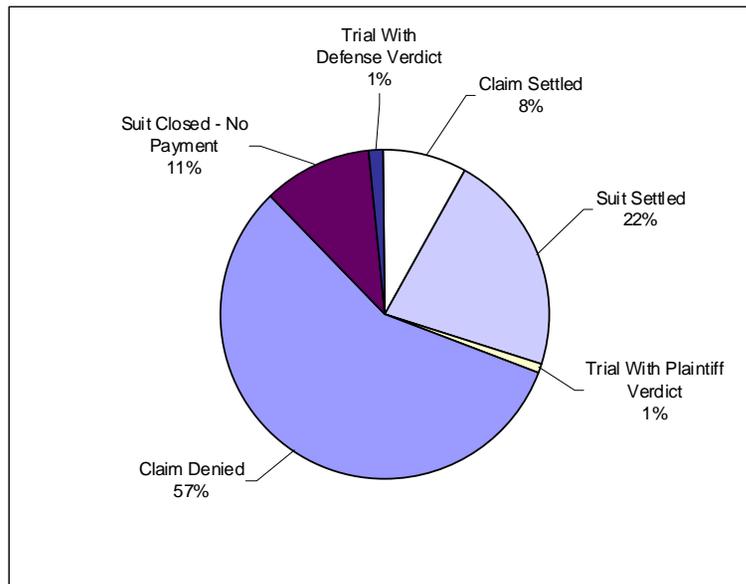
Description: Analysis B: The data is shown by eight cause types. The cost of claims closed during Fiscal Years 2005-07 is \$3.8 million. Of this amount, \$2.2 million (58%) consisted of payments to claimants. Another \$1.6 million (42%) was spent on legal defense costs. In terms of cost of payments to claimants, the top two types were Sexual Harassment (26%) and Retaliation (21%). In terms of cost to defend, the top two types were Retaliation (24%) and Age Discrimination (23%). *Note: "Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim."*

C. Employment Practice Claim Outcomes

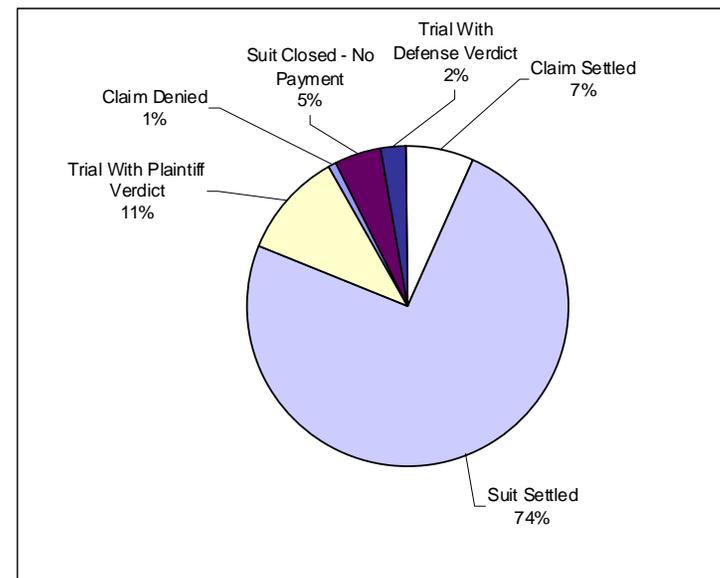
Based on claims closed during Fiscal Years 2006 & 2007 - from 7/1/2005 to 6/30/2007

	Number of Claims	Claimant Payment	Legal Defense	Total Cost
<u>Payments to Claimant</u>				
Claim Settled	12	\$247,409	\$0	\$247,409
Suit Settled	32	1,670,289	1,005,883	\$2,676,172
Trial With Plaintiff Verdict	1	306,795	315,783	\$622,578
Subtotal	45	\$2,224,494	\$1,321,666	\$3,546,160
<u>No Payments to Claimant</u>				
Claim Denied	83	\$0	\$24,697	\$24,697
Suit Closed-No Payment	16	\$0	\$172,893	\$172,893
Trial with Defense Verdict	2	\$0	\$89,887	\$89,887
Subtotal	101	\$0	\$287,477	\$287,477
TOTAL	146	\$2,224,494	\$1,609,142	\$3,833,637

Claim Outcome by Number of Claims



Claim Outcome by Cost of Claims



Description: Analysis C: The data is shown by type of claim outcome. Most allegations do not result in payment to the claimant although there may be some legal defense costs incurred. Of claims closed during Fiscal Years 2005-07, only 31% settled with payment to the claimant. The majority of these (74%) were settled before trial. Of the three closed claims that went to trial, only one verdict was in favor of the claimant. *Note: "Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim."*

VII. CHARTS

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

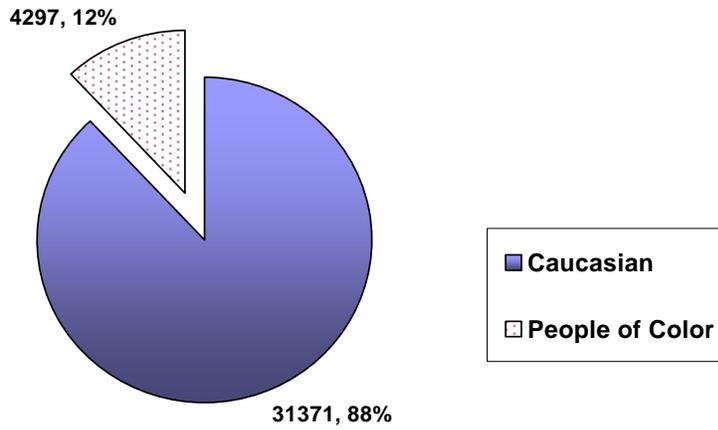
The charts used in this report were provided by Department of Administrative Services, Human Resources Services Division. The following charts illustrate the composition of the State of Oregon's employees, broken out into the eight job categories used by the Equal Employment Opportunity Commission for 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:

- 1) Officials and Administrators
- 2) Professionals
- 3) Technicians
- 4) Protective Service Workers
- 5) Paraprofessionals
- 6) Office and Clerical
- 7) Skilled Craft Workers
- 8) Service Maintenance Workers

Chart 1 and 2 – Comparative Data 2007 - 2008

**2007 State of Oregon Workforce Demographics
People of Color**



**2008 State of Oregon Workforce Demographics
People of Color**

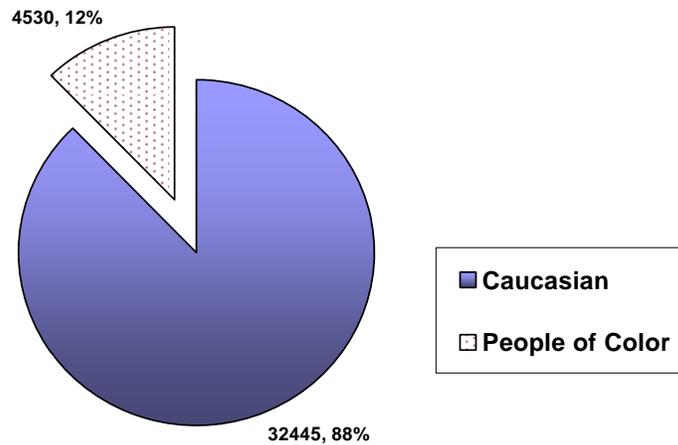
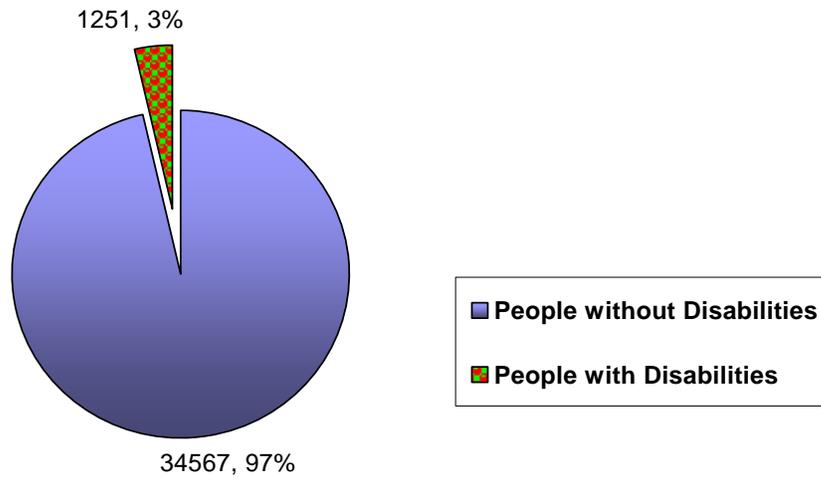


Chart 3 and 4 – Comparative Data 2007 - 2008

**2007 State of Oregon Workforce Demographics
People with Disabilities**



**2008 State of Oregon Workforce Demographics
People with Disabilities**

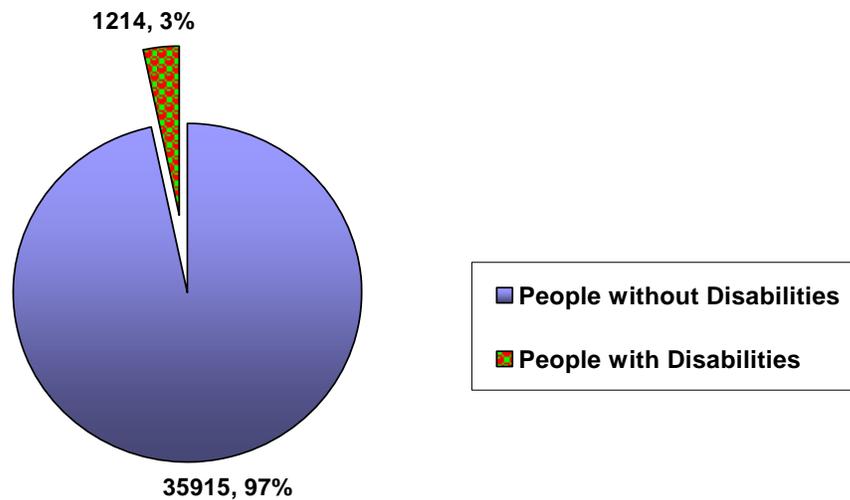
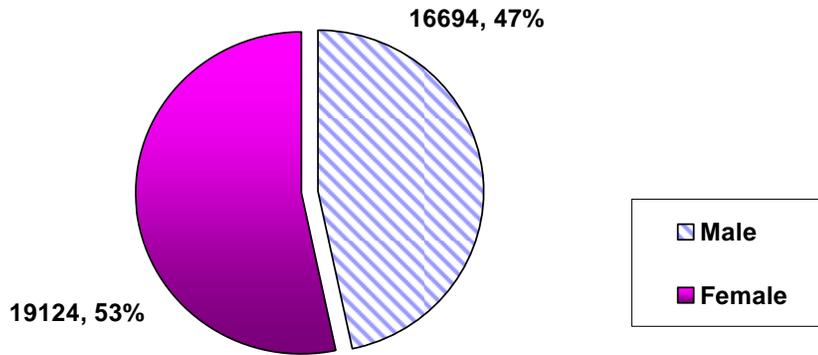


Chart 5 and 6 – Comparative Data 2007 - 2008

2007 State of Oregon Comparison of Gender



2008 State of Oregon Comparison of Gender

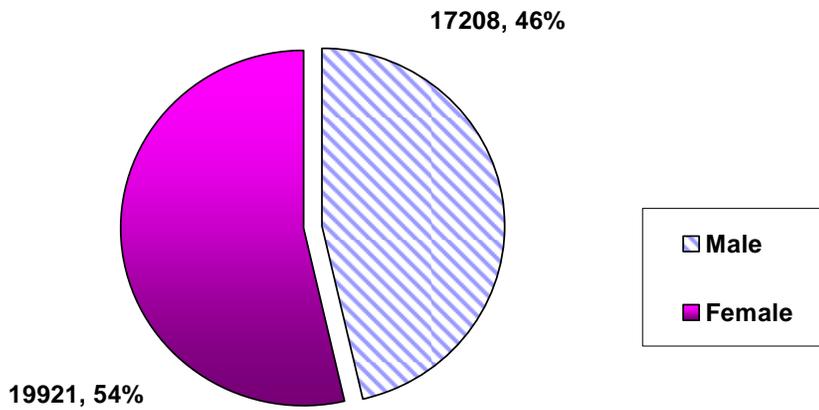
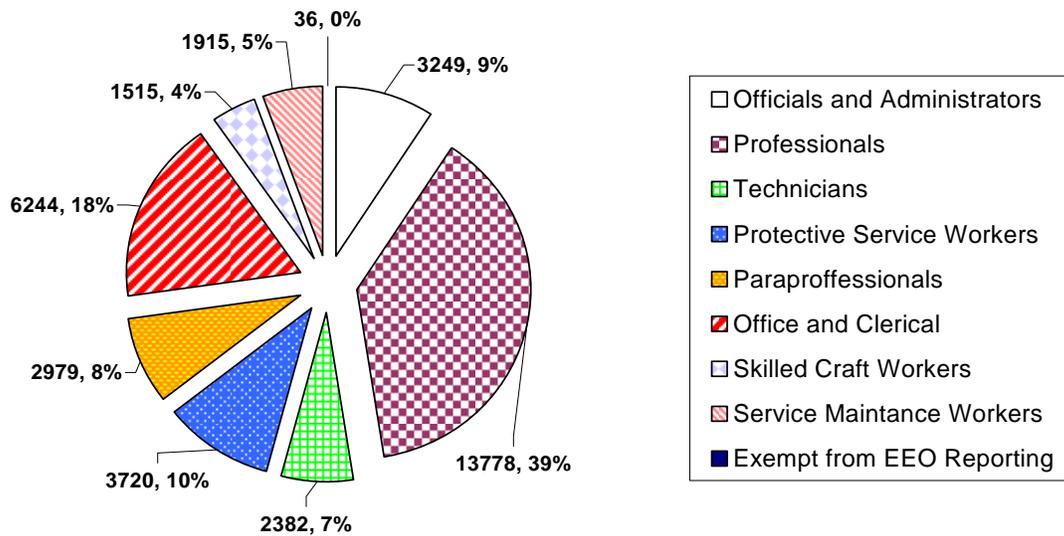


Chart 7 and 8 – Comparative Data 2007 – 2008

2007 State of Oregon Employee Breakdown by EEO Job Categories



2008 State of Oregon Employee Breakdown by EEO Job Categories

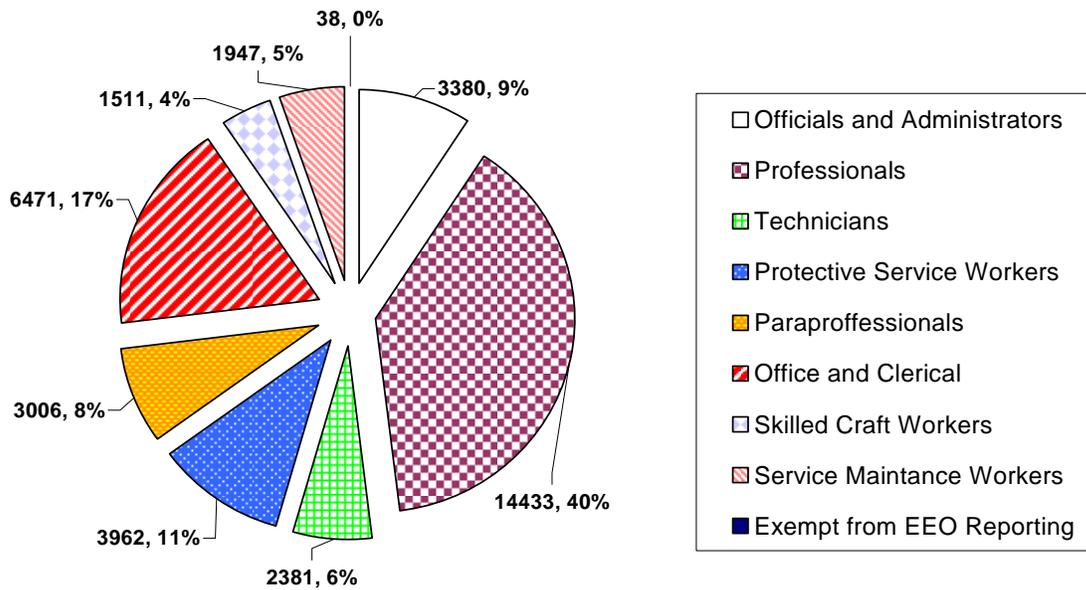
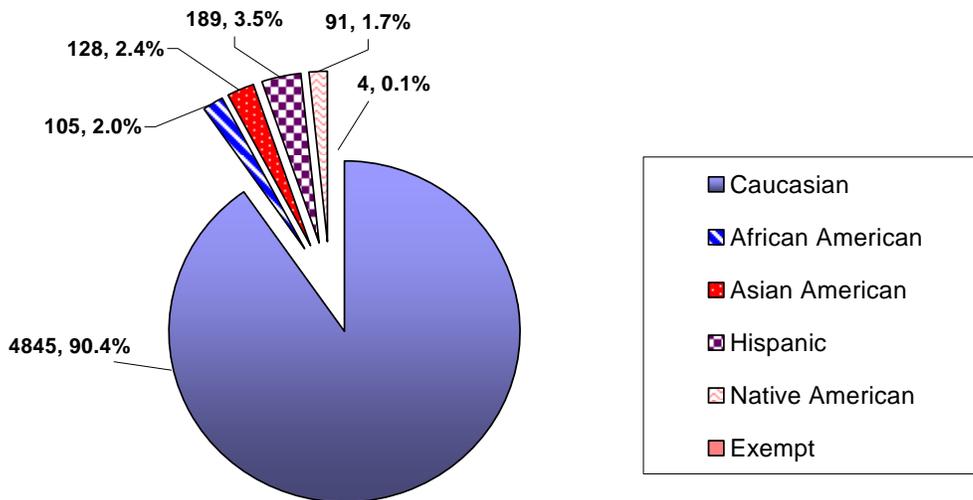
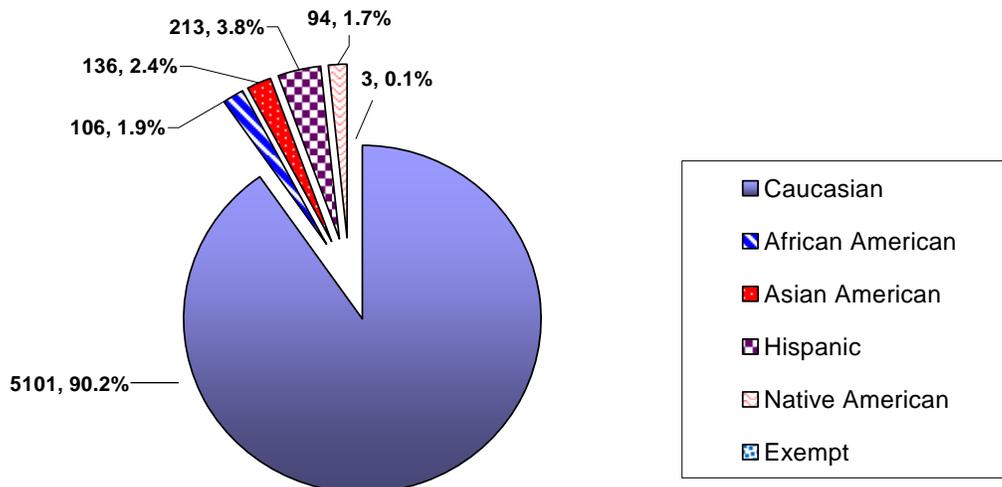


Chart 9 and 10 – Comparative Data 2007 - 2008

2007 State of Oregon Management Positions by Ethnicity



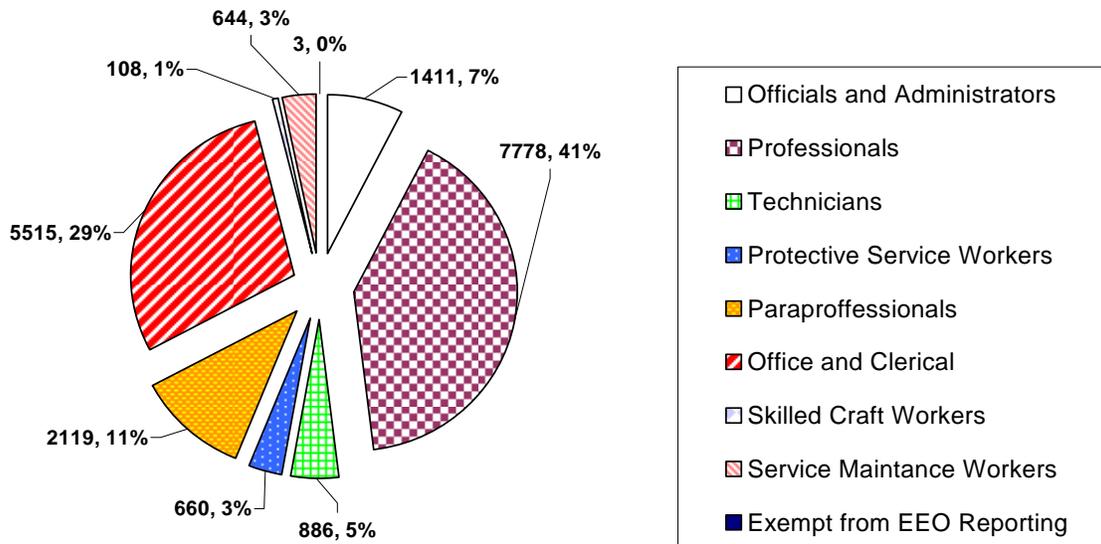
2008 State of Oregon Management Positions by Ethnicity



INCLUDES ALL POSITIONS CLASSIFIED AS: EXEC SVC NONSUPERVISORY; EXEC SVC SUPERVISORY; MGT SVC NONSUPERVISORY; MGT SVC SUPERVISORY; UNCLAS EXCLUDED SUPERVISORY OR AGENCY EQUIVALENT

Chart 11 and 12 – Comparative Data 2007 – 2008

2007 EEO Job Categories for Females in State Service



2008 EEO Job Categories for Females in State Service

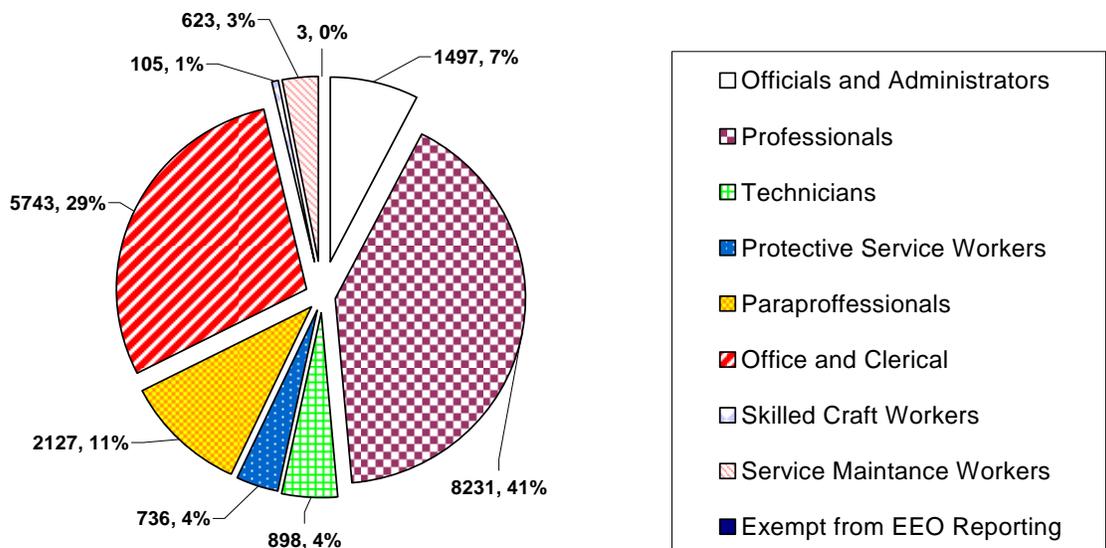
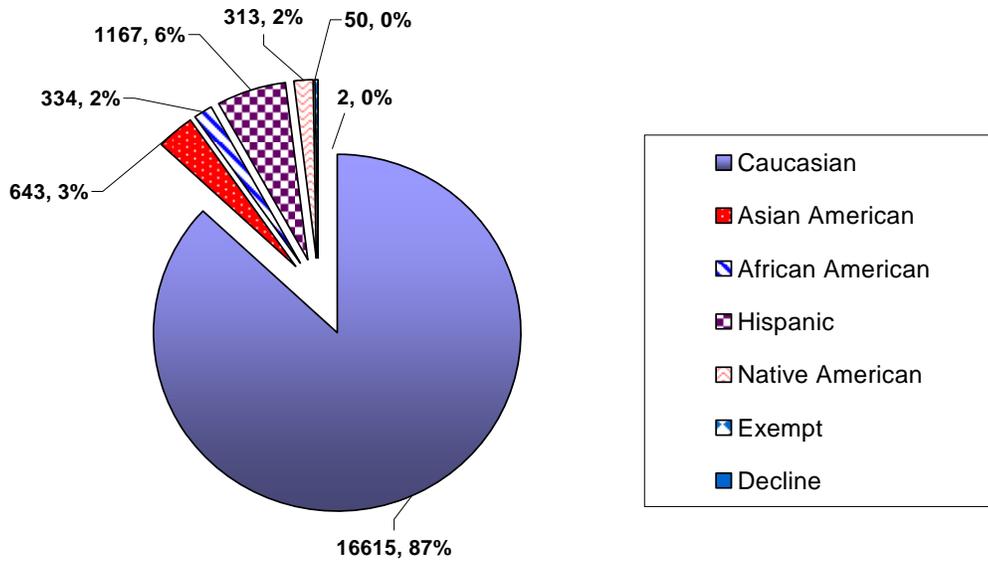


Chart 13 and 14 – Comparative Data 2007 – 2008

2007 Female State Employees by Ethnicity



2008 Female State Employees by Ethnicity

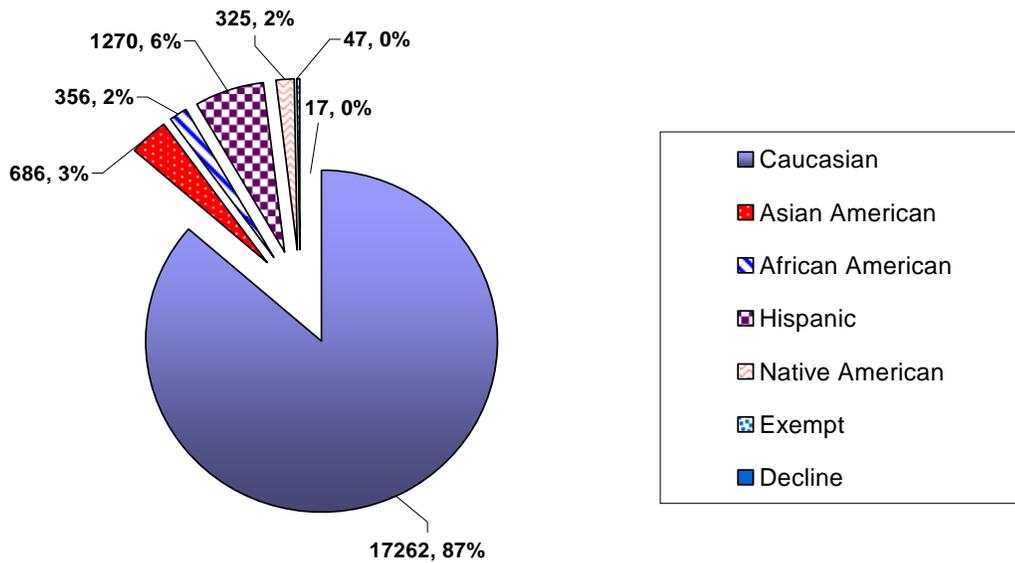
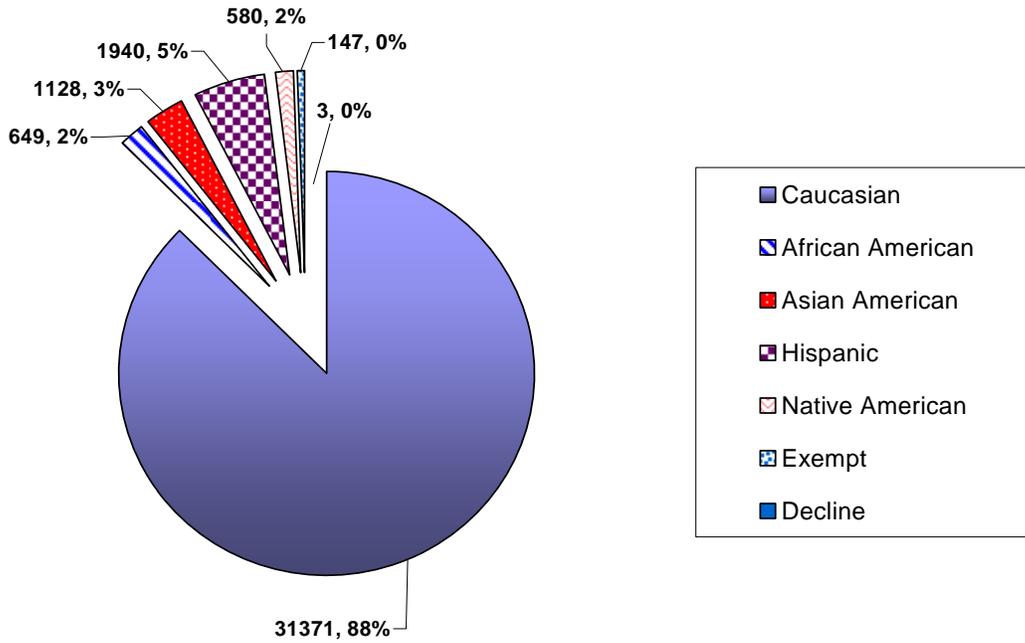


Chart 15 and 16 – Comparative Data 2007 – 2008

2007 State of Oregon Employee Workforce by Ethnicity



2008 State of Oregon Employee Workforce by Ethnicity

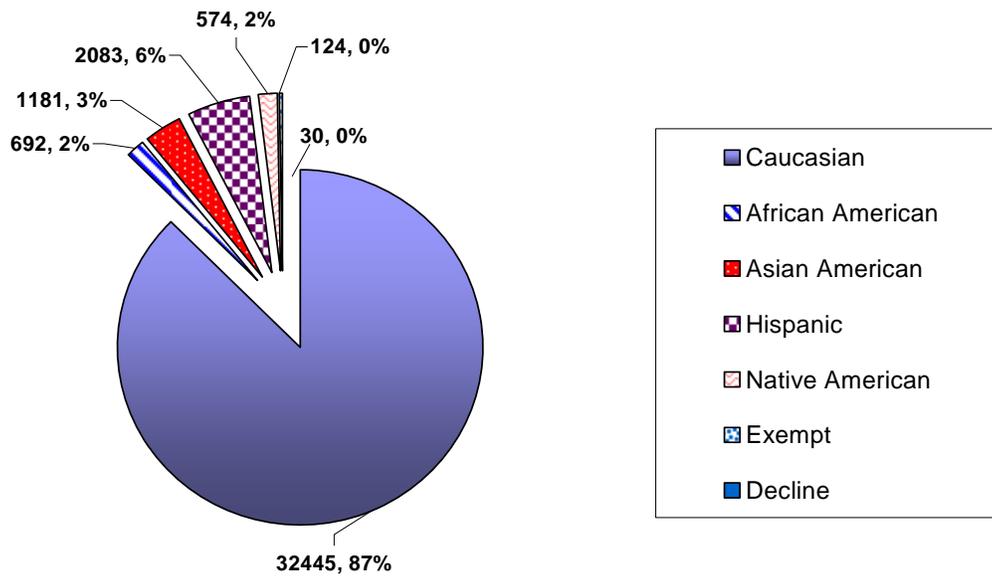
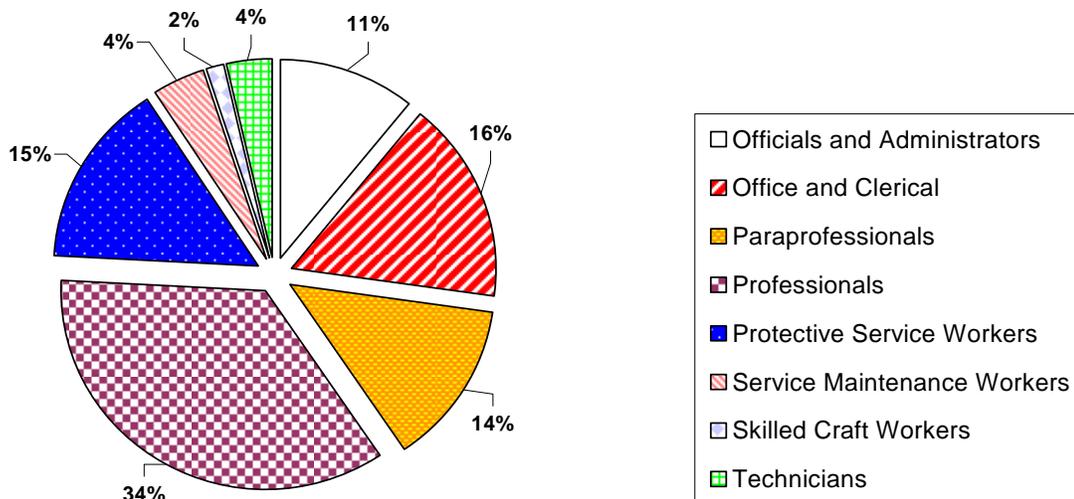


Chart 17 and 18 – Comparative Data 2007 – 2008

2007 Job Categories for African Americans in State Service



2008 Job Categories for African Americans in State Service

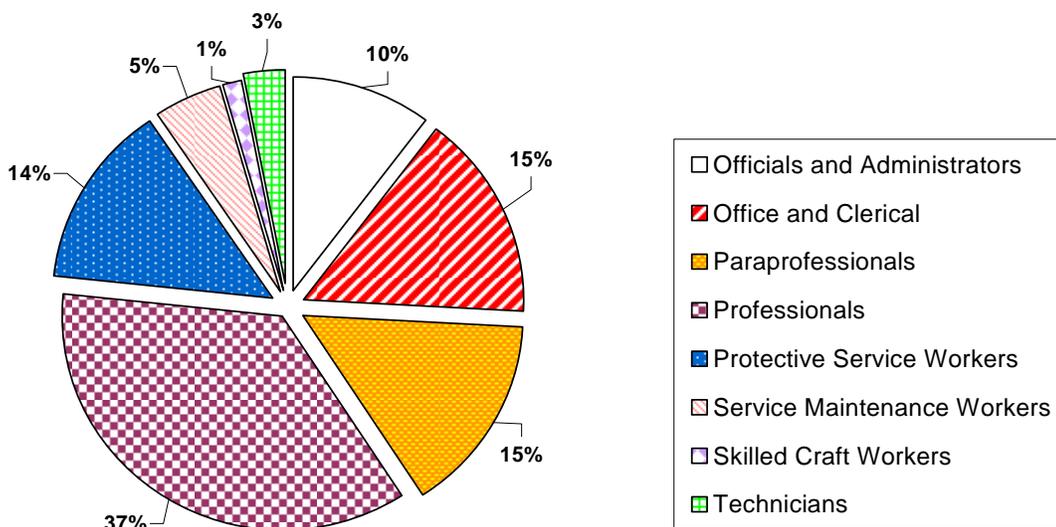
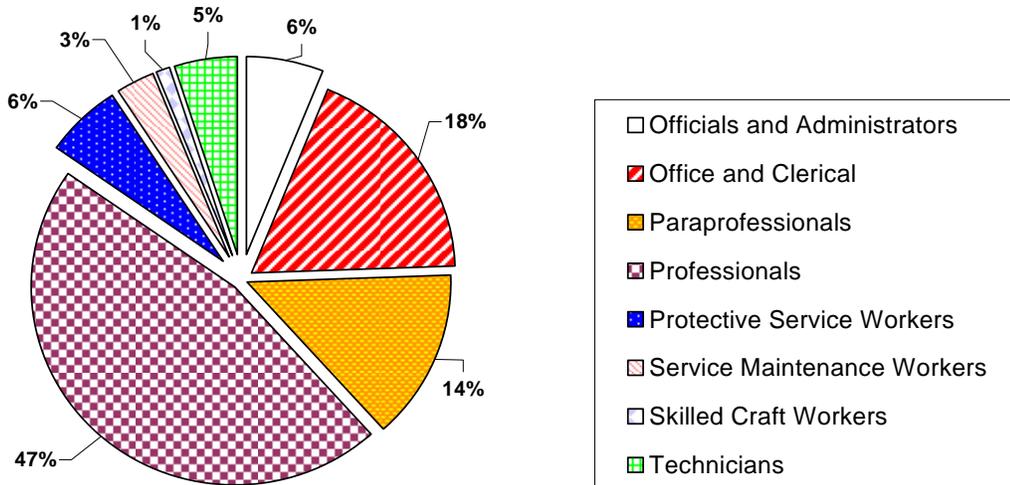


Chart 19 and 20 – Comparative Data 2007 - 2008

2007 Job Categories for Asian Americans in State Service



2008 Job Categories for Asian Americans in State Service

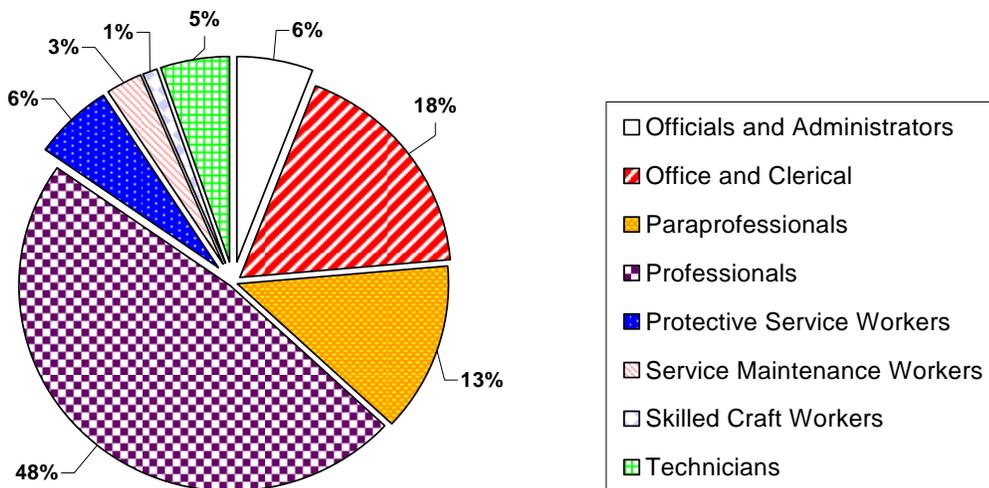
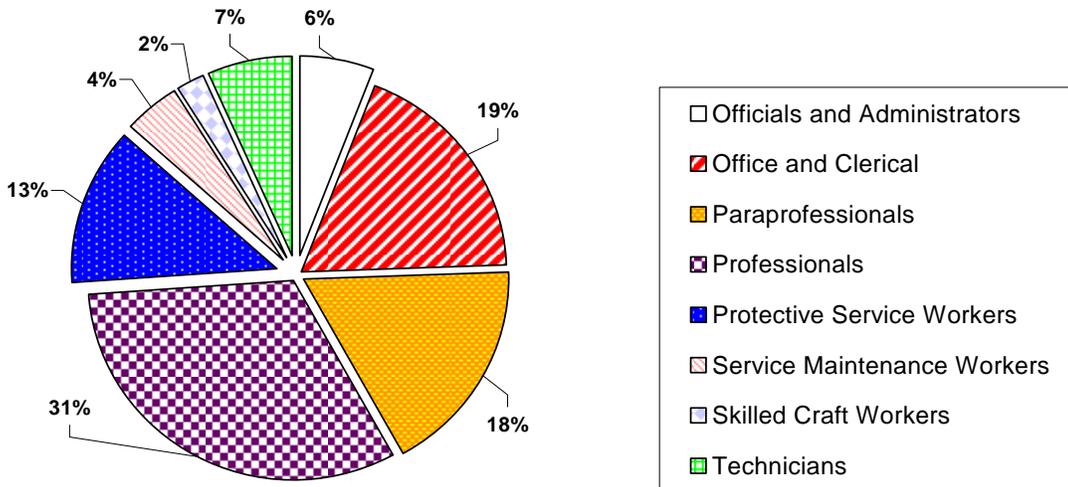


Chart 21 and 22 – Comparative Data 2007 - 2008

2007 Job Categories for Hispanics in State Service



2008 Job Categories for Hispanics in State Service

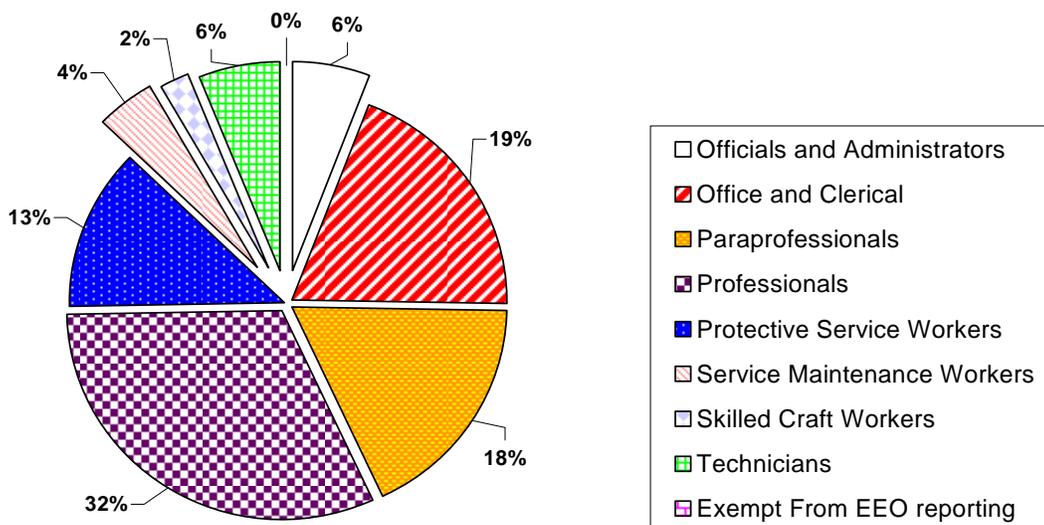
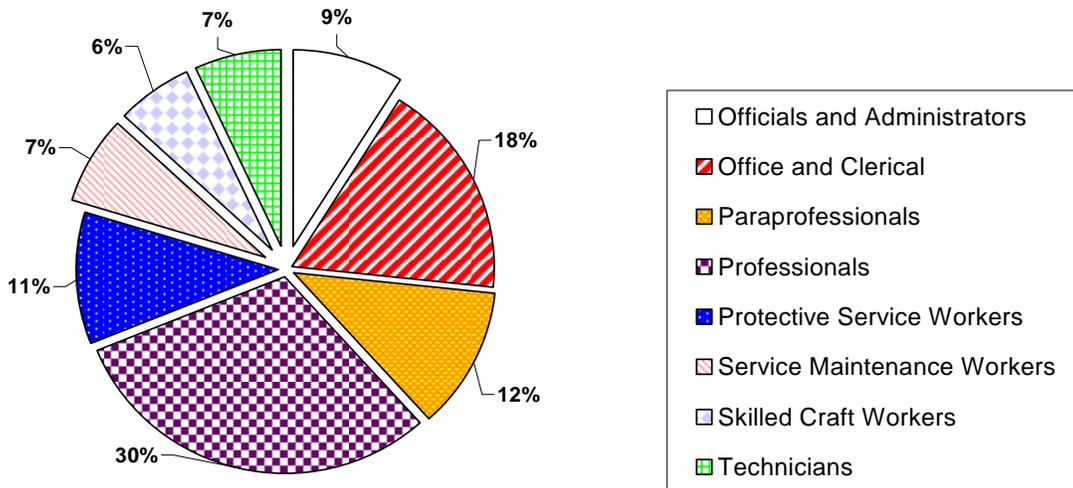


Chart 23 and 24 – Comparative Data 2007 - 2008

2007 Job Categories for Native Americans in State Service



2008 Job Categories for Native Americans in State Service

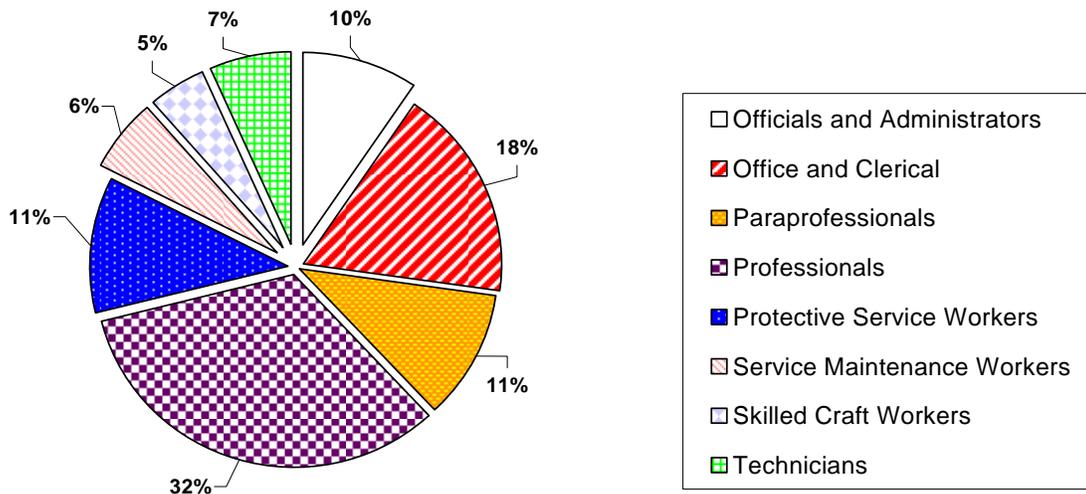
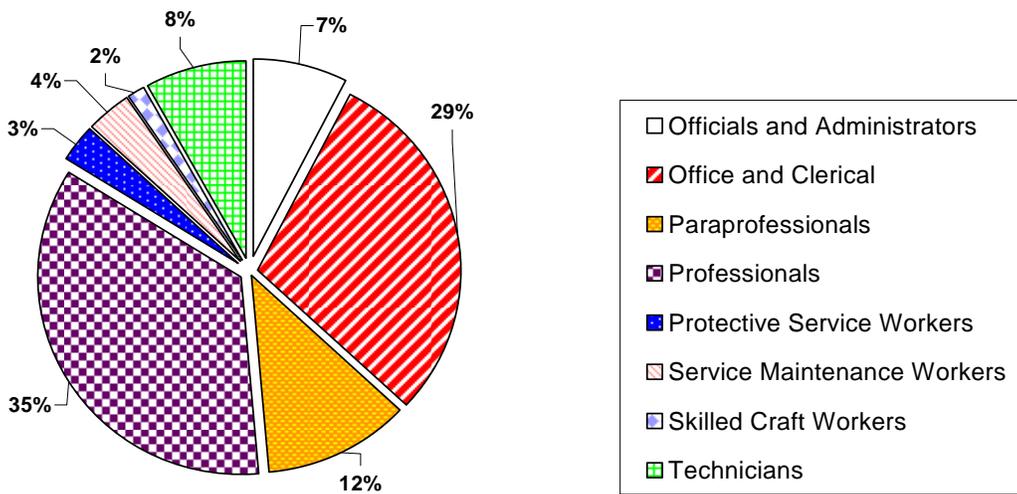


Chart 25 and 26 – Comparative Data 2007 – 2008

2007 Job Categories for People with Disabilities in State Service



2008 Job Categories for People with Disabilities in State Service

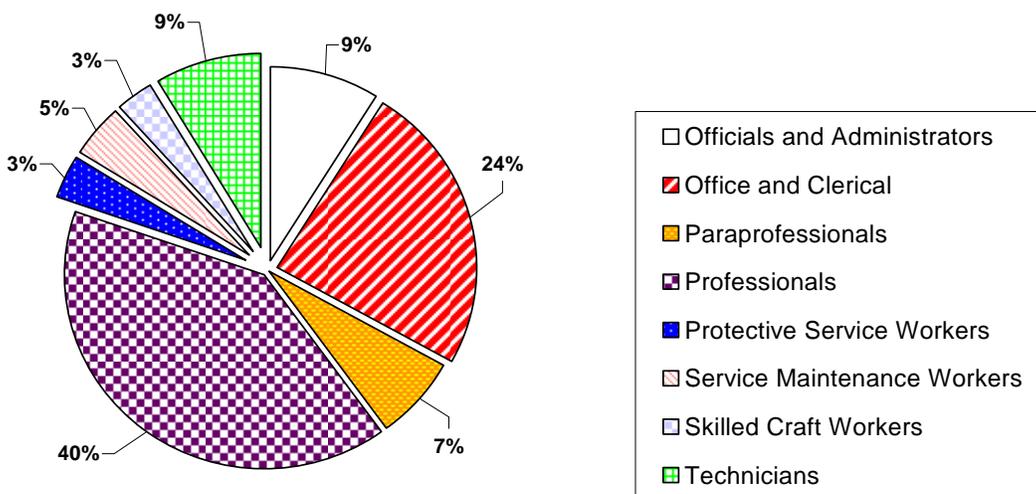
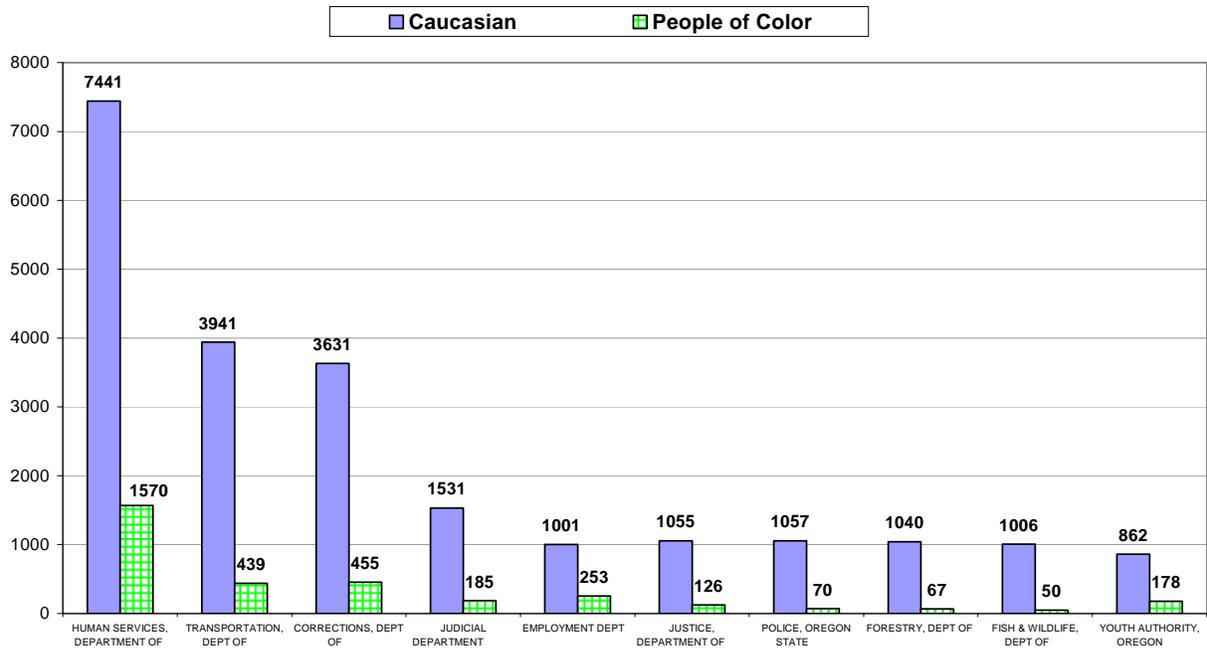


Chart 27 and 28 – Comparative Data 2007 - 2008

**2007 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**



**2008 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**

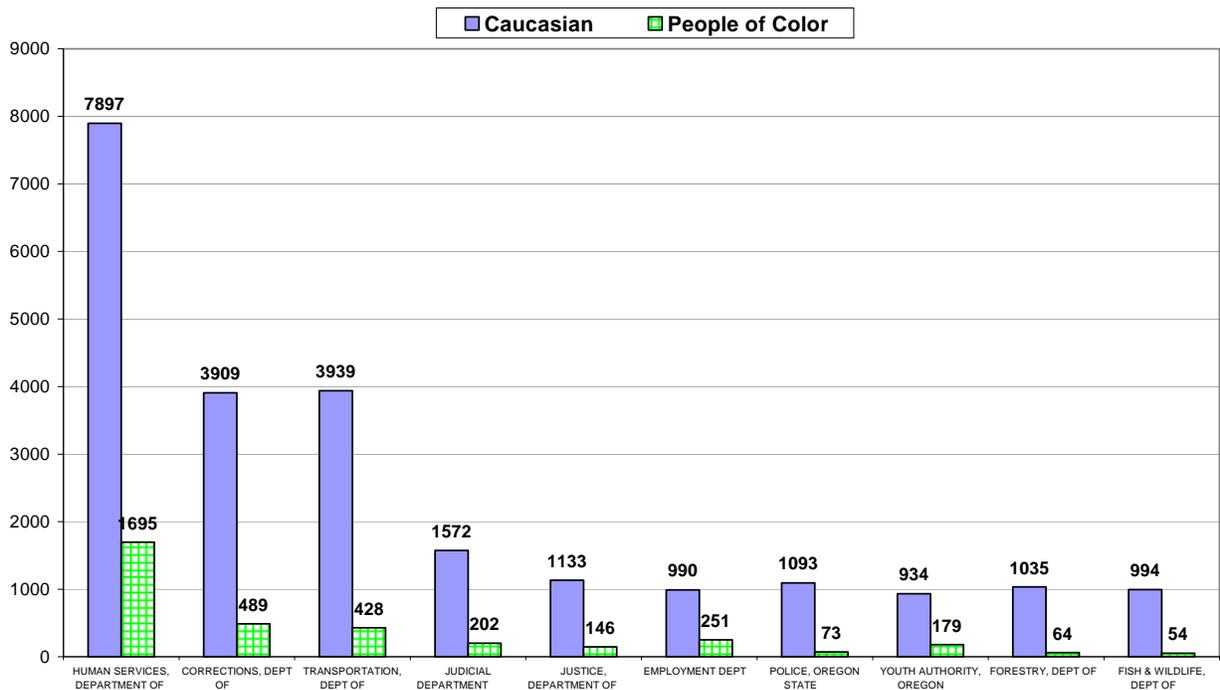
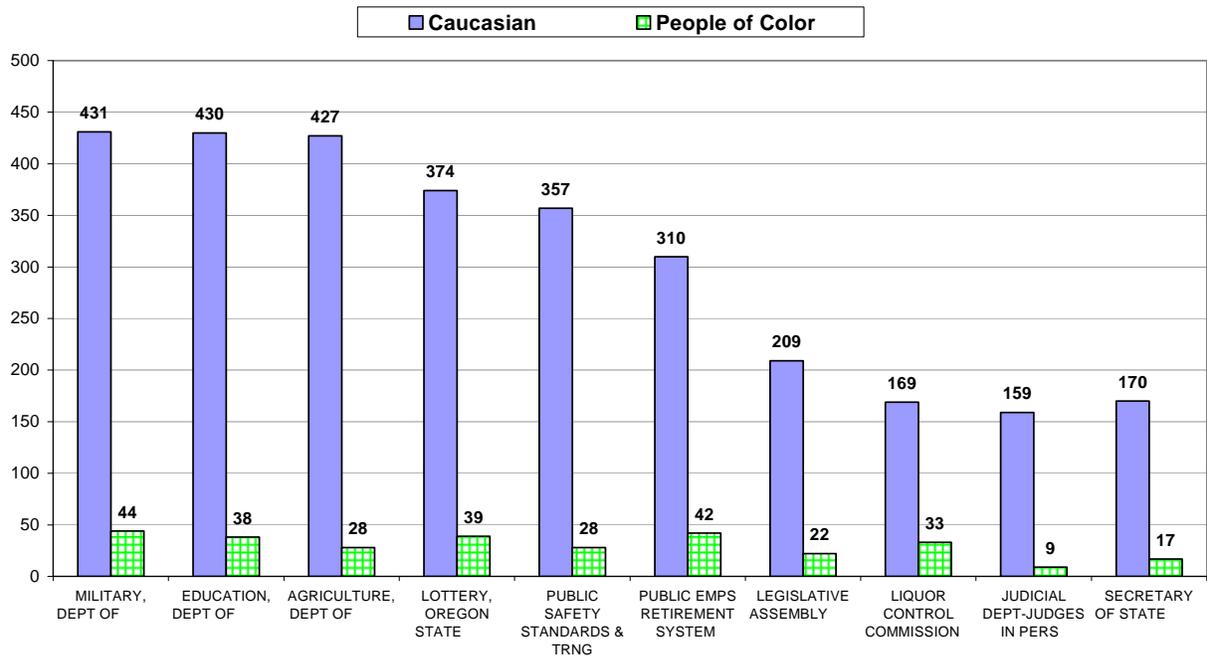


Chart 29 and 30 – Comparative Data 2007 – 2008

**2007 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



**2008 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**

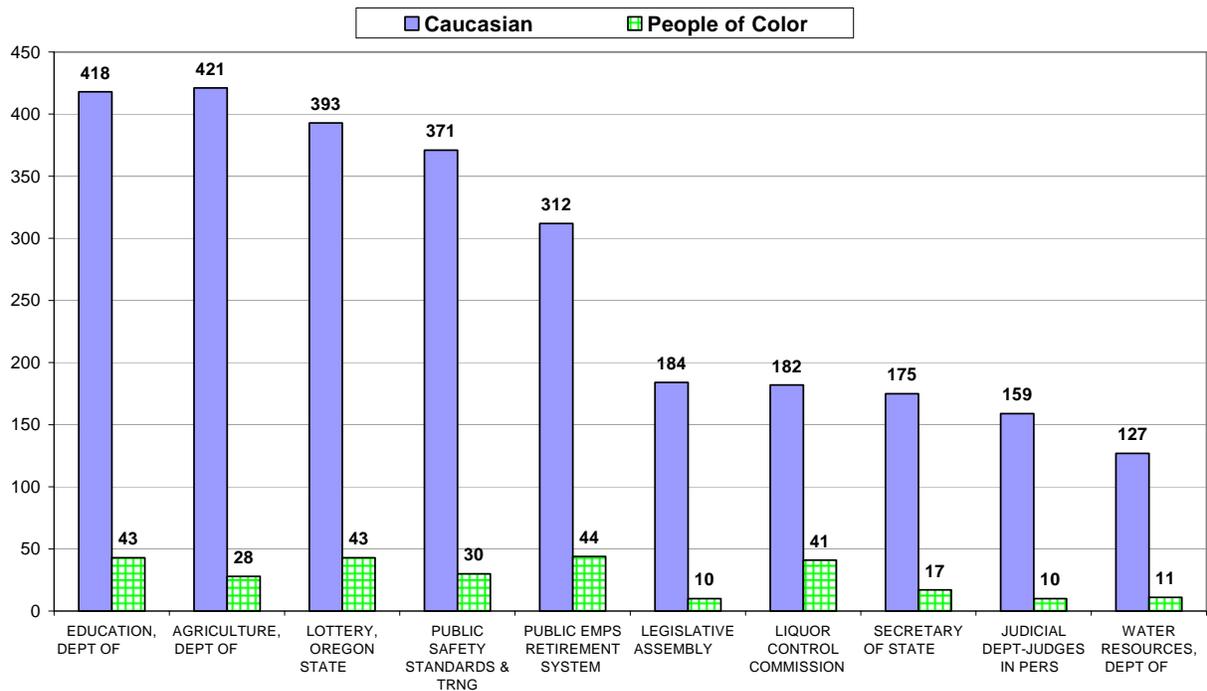
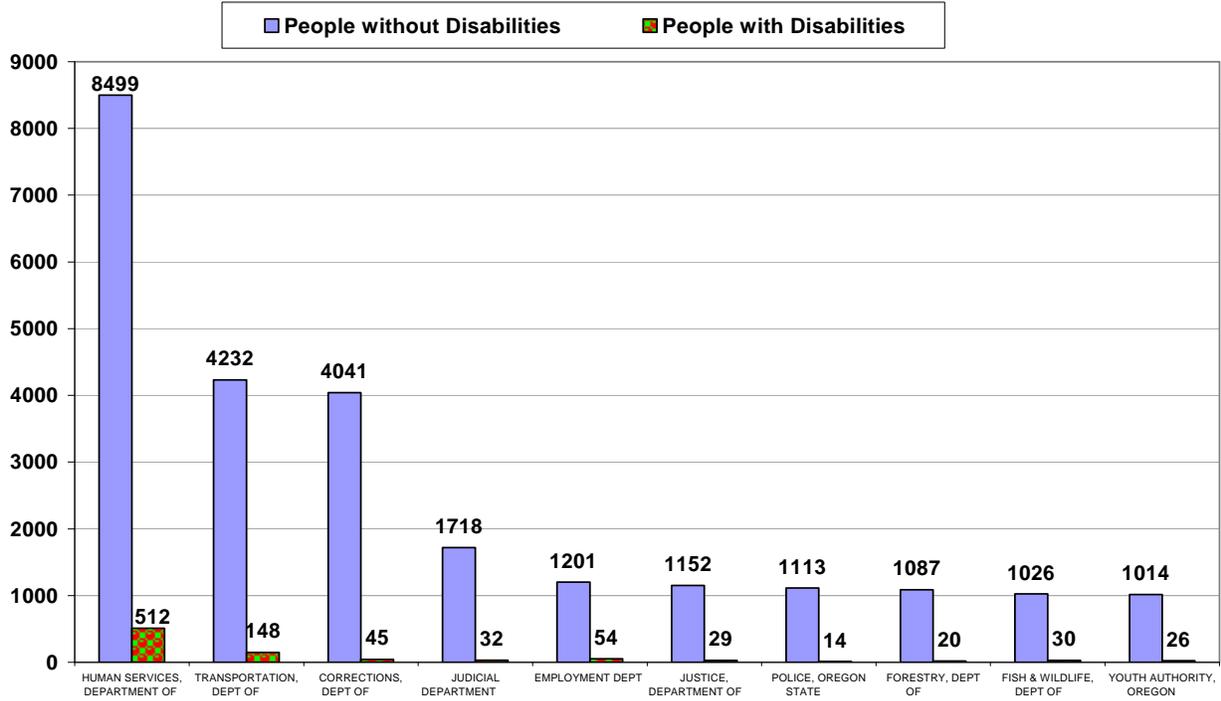


Chart 31 and 32 – Comparative Data 2007 - 2008

**2007 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**



**2008 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**

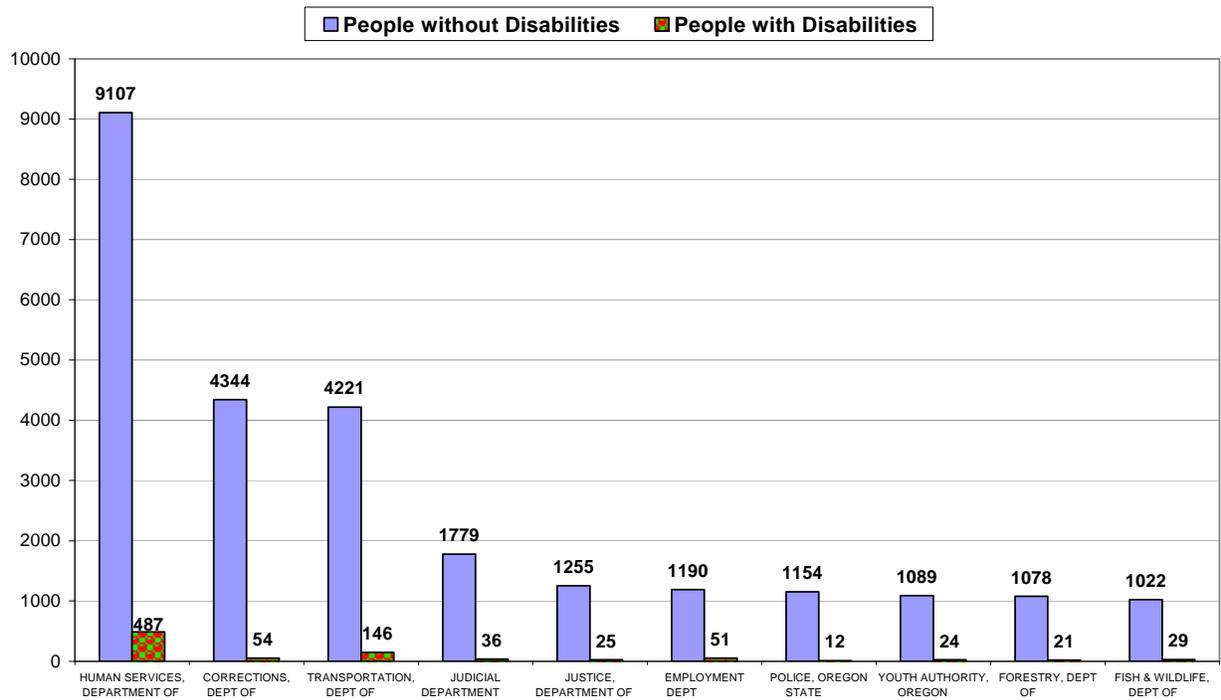
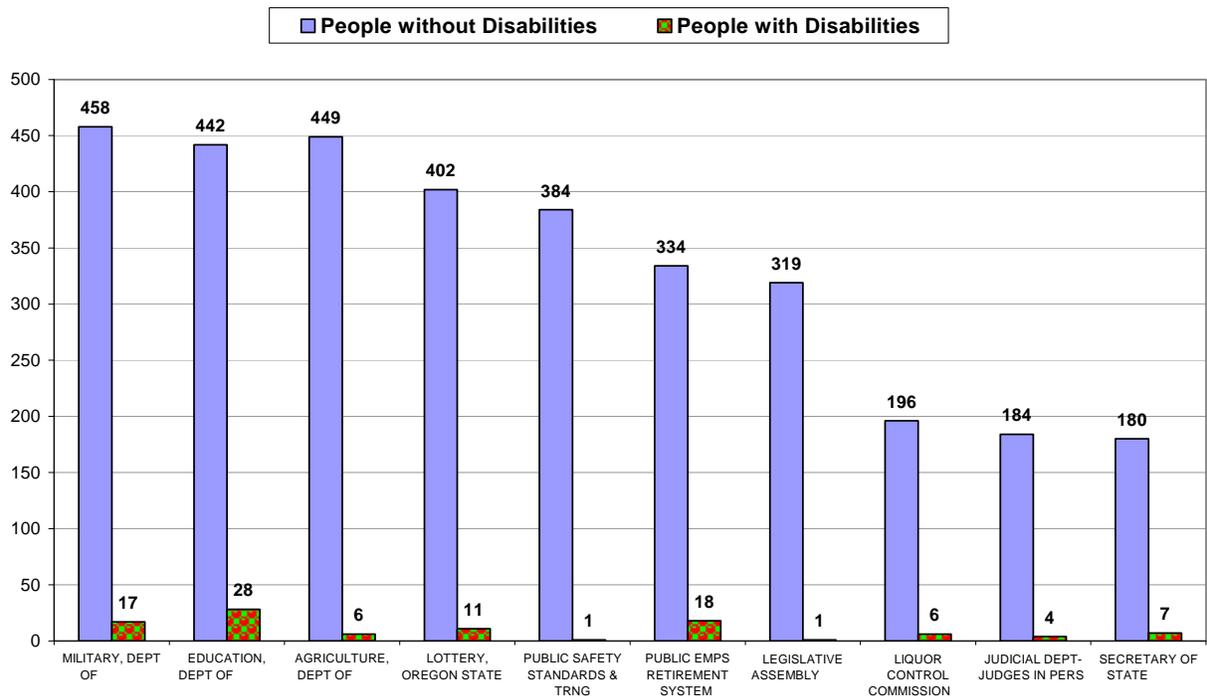
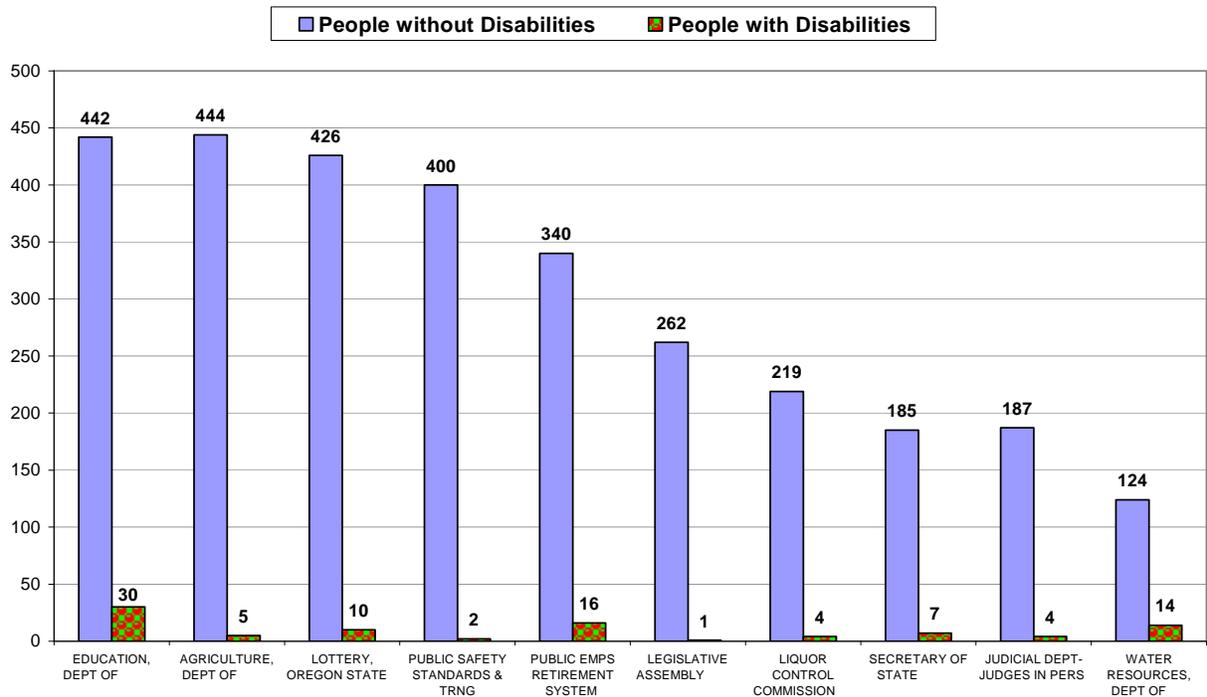


Chart 33 and 34 – Comparative Data 2007 - 2008

**2007 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



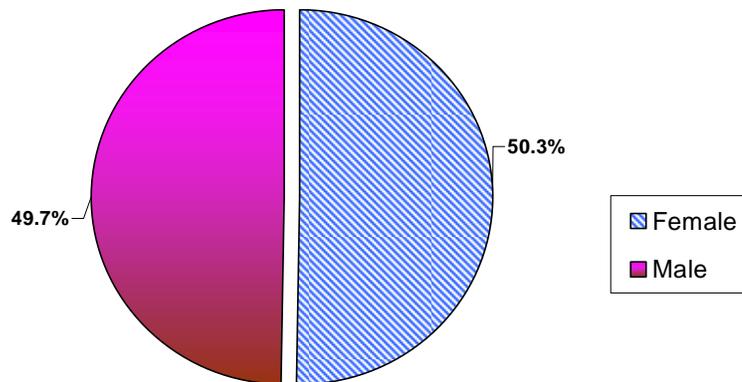
**2008 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



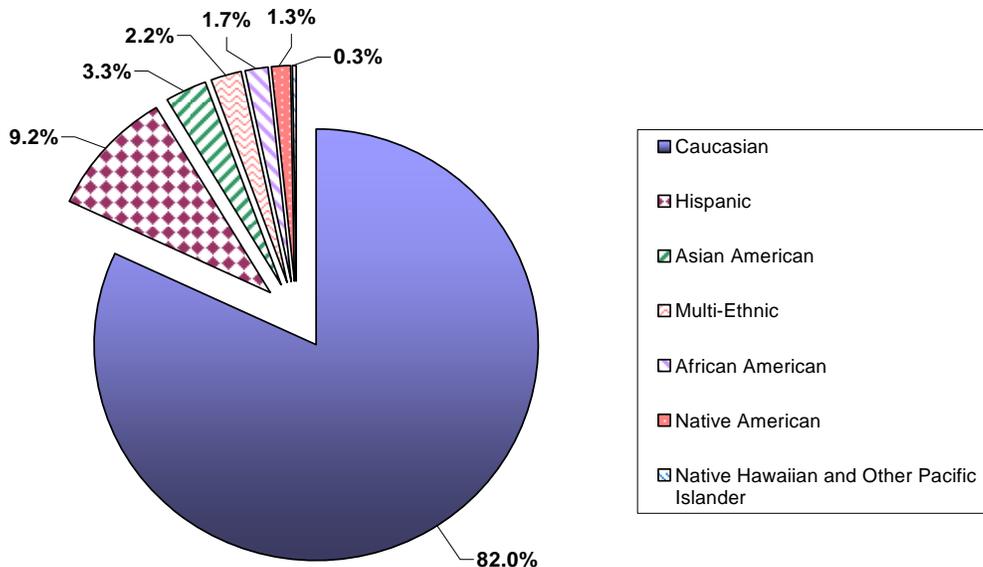
Oregon Civilian Labor Force

The following charts illustrate the composition of the Civilian Labor Force of Oregon based on the 2006 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.

2006 U.S. Census Bureau Oregon Population Demographics - Gender



2006 U.S. Census Bureau Oregon Estimated 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

VIII. RECOMMENDATIONS

The Governor's Affirmative Action Office (GAAO) believes that the following recommendations focus on current pressing needs to lay the foundation for a stronger commitment to affirmative action.

- A. **THE GOVERNOR'S COMMITMENT TO AFFIRMATIVE ACTION**
Agency heads and top management (Leadership) must support affirmative action for it to succeed to make the State of Oregon the "Employer of Choice." To ensure implementation of Executive Order 08-18 allows the State to approach diversity and inclusivity geared to help state agencies discover what barriers may exist. Agency Leadership must: develop and implement procedures, policies, programs, and bring new initiatives to their agency's; utilize their affirmative action plans to monitor its effectiveness in the recruitment, retention, and promotion of the protected classes; and handle or refer complaints to their affirmative action representatives. Leadership should maintain communication with internal and appropriate external organizations in order to remain informed about employment and affirmative action issues.

The State should use affirmative action to mitigate the effects of past and present discrimination, intended or unintended on the basis of race, religion, national origin, age, sex, marital status, or disability.

1. **Affirmative Action Representatives**

- a. Whenever possible, especially in medium to large size agencies, the representative should not report to, or be in Human Resources.
- b. Each agency should have a confidential email/voicemail for their affirmative action representative.
- c. There should be a poster which illustrates how to identify the affirmative action representative in a visible area (e.g., where workers comp laws are posted).
 - (1) Invite employees to participate in a contest to see who can make the most inviting affirmative action poster.
- d. Policy Advisors should advise agencies on the importance of attending the Affirmative Action Workshops.

B. **PERFORMANCE MANAGEMENT PROCESS**

Agency heads must implement the Performance Management Process of ORS 659A.012, state agencies are "...required to include in the evaluation of all management personnel, the managers or supervisors effectiveness in achieving affirmative action objectives as a key consideration of the managers' or supervisors' performance."

Agency heads must continuously be active in their communication to managers and supervisors that diversity and inclusiveness are a priority. Agency heads must

hold managers and supervisors accountable for effective implementation of their affirmative action plans.

C. DIVERSITY RECRUITMENT STRATEGIES

Agencies must aggressively improve their long term strategic objectives and goals in their recruitment, retention, and promotion of the protected classes. This is critical to establish and maintain a culture of excellence. This can be accomplished through the following:

1. Job Rotation

This will provide employees the opportunity to explore new positions and provide agencies the opportunity to enhance employees' development or make more effective use of staff. Agencies can prepare workers of all ages to fill future vacancies by providing them with specialized training and developmental opportunities. Job rotations can be within the agency, between state agencies, or between a state agency and a federal, local or private entity.

2. Employee Career Development Plan (State Policy 50.045.01)

Agencies 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 each fiscal year.

This plan will provide a list of short-term and long-term goals for employees. This consists of current and future jobs, as well as a planned sequence of formal and informal experiences. By using the plan, agencies increase the likelihood of retaining and/or promoting their employees.

3. Educate and Retrain the Workforce

To retrain will allow employees to update skills and expand the agency's sustainability. The training will provide developmental opportunities to enable employees to keep pace with workplace and technology changes. When this is implemented, employees can be more productive and feel valued and fully engaged in the agency's mission.

4. Disability

The disability community should be addressed in recruitment strategies because of the under utilization of this community. In Oregon alone there are approximately 336,337 people with disabilities ready to work. The State only employs 1,240. In real terms the employment of people with disabilities in the state system is on the decline.

5. Governor's Affirmative Action Office

The GAAO sends out management level positions to local and national organizations, colleges, and universities to promote the State of Oregon as the "Employer of Choice."

6. Media

Agencies should utilize customized recruitment efforts in the local minority and ethnic media (e.g., Asian Reporter, Skanner, Portland Observer, Smoke

Signal, etc.). These local media outlets provide audiences from targeted specific clientele.

D. CULTURAL COMPETENCY/AWARENESS ASSESSMENT AND IMPLEMENTATION PROGRAM

It is strongly suggested and also recommended that this program, as stated in Executive Order 05-01 and amended in the Executive Order 08-18, be enforced. This program will provide an important first step to identify an agency's strengths and areas for improvement. In utilization of this program, an agency will collectively move towards a more inclusive workplace.

E. WELCOMING AND INCLUSIVE ENVIRONMENT

Agencies must have in place an environment that is both physically and mentally welcoming. This can be accomplished through the following:

1. Youth Art on Loan (Oregon Youth Authority [OYA])
2. Ensuring proper signage (e.g., disability, TTY, etc.)
3. Trainings (e.g., cultural competency/awareness, customer service, etc.)
4. Accommodations (e.g., amplified headset, specialized monitor, etc.)
5. Physical structure (e.g., elevator, aisle space, etc.)
6. Translation services (e.g., language line, interpreters, etc.)

F. PRE-INTERVIEW PANEL TRAINING

When this tool is used by agencies it will provide a better opportunity for members of the protected classes to be hired. This tool will provide interview panelist: clarity on the role of a panelist; ways to identify possible cultural bias; etiquette skills, interviewing in a diverse environment; knowledge of how to evaluate interview questions for appropriateness; expectations of the applicant; and the workplace environment the applicant will be in.

Affirmative action is the tool that will allow us to implement these recommendations to take steps to achieve equal employment opportunity and towards eliminating the effects of past and present discrimination, intended or unintended which are evident or indicated by analysis of present employment patterns, practices and policies.

Remember that *Affirmative Action* is the tool, *Equal Employment Opportunity (EEO)* is the law and *Diversity* is creating a respectful and inclusive work environment that recognizes each individual's unique talent and value to the State of Oregon.

Diversity is just not "the right thing to do," our employees and citizens demand it. Diversity efforts is about inclusion, retention, hiring the best and brightest candidates and about state government resembling the community it serves. If the State of Oregon doesn't resemble the customers it serves, how can it begin to provide members of the community with quality customer service? Isn't that why the State of Oregon workforce is here—to serve the citizens of Oregon!

IX. AFFIRMATIVE ACTION GOVERNANCE

A. AFFIRMATIVE ACTION POLICY ORS 659A.012

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:

B. 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]

C. **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]

X. 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 signed the Executive Order 05-01 showing his commitment to Affirmative Action.

August 19, 2008: Governor Theodore Kulongoski reaffirms his commitment to Affirmative Action by signing Executive Order 08-18 which amends Executive Order 05-01.

XI. APPENDICES

A. STATE AGENCIES AFFIRMATIVE ACTION PLANS RECEIVED AND APPROVED.

Name of Agency	Prefix
Accountancy	Board of
Administrative Services	Department of
Agriculture	Department 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
Counselors and Therapists	Board of Licensed Professional
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 Ethics Commission	Oregon
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
Lands	Department of State
Landscape Contractors Board	
Land Use Board of Appeals	
Library	State

Name of Agency	Prefix
Liquor Control Commission	
Long Term Care Ombudsman	
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	
Parks and Recreation Department	
Parole and Post-Prison Supervision	Board of
Pharmacy	Board of
Physical Therapist Licensing Board	
Police	State
Portland State University	
Private Health Partnership	Office of
Psychiatric Security Review Board	
Psychologist Examiners Board	Oregon
Public Employee's Retirement System	Department of
Public Defense Services	Office 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	
Speech-Language Pathology and Audiology	Board of Examiners for
Student Assistance Commission	Oregon
Tax Practitioners	Board of
Teacher Standard and Practices Commission	
Transportation	Department of
Travel Information Council	
Veterans' Affairs	Department of
Veterinary Medical Examining Board	
Water Resources Department	
Watershed Enhancement Board	
Western Oregon University	
Youth Authority	Oregon

B. STATE AGENCY – AFFIRMATIVE ACTION PLANS NOT RECEIVED.

Name of Agency	Prefix
Treasury	State

C. SPEAKERS – AFFIRMATIVE ACTION WORKSHOPS

2008	Name and Organization	Topic
November	Gabriela Downey, BOLI Steven Simms, BOLI	BOLI -- Process From Start to Finish!
October	Peggy C. Ross, GAAO	Addressing the Generational Mysteries in the Workplace
September	Helen Bamford, PERS Ron Meek, Housing & Community Services	Cultural Competency Assessments and Implementations -- Outcome for you agency
August	Group Discussion	Workshops outcomes and future meetings, Gay and Lesbian Pride Month, Workforce outreach, Interview panels, benefits, etc., and Expectations from the GAAO
July	Diane Ballard, State Library	Diversity and Racism Videos: Viewing and Follow-up Process
June	Deon Johnson, DHS Daniel Rodriguez, DAS	Recruiting a Diverse Workforce -- Networking Techniques
May	Diane Ballard, State Library Triz delaRosa, DCBS	What makes your agency the "Employer of Choice?"
April	Dr. Tom O'Connor, DOC Dr. Terryl Ross, OSU Richard Torres, DOC	Cultural Diversity Management for Employees
March	Blake Dye, ODOT Twyla Lawson, DAS Sunny Petit Natl. Education for Women's Leadership Oregon (NLO)	Internship Programs
February	Jill Bonney-Hill, Revenue Cathy Tavares, Revenue Roman Martushev, DAS (SRIP)	Outreach: Mentoring and Recruiting Candidates
January	Chris Roach, Forestry Priscilla Cuddy, DHS	Retention Strategies and Succession Planning

2007	Name and Organization	Topic
November	Agatha Brown, State Lands Marilyn Johnston, City of Salem Human Rights Commission	Universal Human Rights Month
October	Christine Dupres, Native American Youth and Family Center Janie Millican, Native American Chamber	Native American Heritage Month
September	Lucy Baker, Oregon Business Leadership Network Angelo Gomez, AA & EEO Dir., OSU Kedma S. Ough, Disability Chamber	National Disability Employment Awareness Month
August	Gale Castillo, Pres., Hispanic Chamber Shelli Romero, ODOT Danny Santos, Governor's Office	National Hispanic Heritage Month
July	Bobbie Dore Foster, <i>Skanner Newsgroup</i> Joan Plan, ODOT Liani Reeves, DOJ Yvette Webber-Davis, Oregon Univ. Chancellor's Office	Women's Equality Day
June	Jennifer Lara, DAS/HRSD Adele O'Neal, DCBS Judy Trotter-McAfee, Clackamas County	Cultural Awareness and Managing Diversity
May	Donna L. Lantz, DAS/HRSD Tracey Olander, Employment Velva Warden, Employment	Affirmative Acting Reports I-Match Skills: The State Pilot Program
April	John Lensen, John Lensen and Associates	Cultural Competency Assessment/Implementation Services
March	Twyla Lawson, DAS Judy Trotter-McAfee, Diversity Manager, Clackamas County	Promise Program Generation Next/Diversity Initiative
February	State of Oregon Affirmative Action Representatives	Workshop planning session and expectations for the agency affirmative action plans
January	Chip Terhune, Chief of Staff, Governor's Office	

D. 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
12/27/08	Khmer Heritage Night	Cambodian American Community of Oregon
12/10/08	Salem Speaks Up! Celebrating Universal Declaration of Human Rights Day	City of Salem community members
11/18/08	2008 Governor's Summit on Eliminating Disproportionate Minority Contact in the Juvenile Justice System	Co-sponsored by many city, county and state agencies
11/14/08	Celebrating Native American Month	NAYA Family Center
11/12/08	11 th Annual Tribal State Government to Government Summit	Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians
10/22/08	Disability Business Assoc.'s Mini Conf & Tradeshow	Disability Business Association
10/21/08	2008 Equal Opportunity Day Dinner	Urban League of Portland
10/20/08	Welcome Reception re: 2008 Equal Opportunity Day Dinner	Urban League of Portland
10/16/08	Board of Visitors "General Interest Meeting with OSU President Ed Ray"	Oregon State University
10/11/08	24th Annual Women of Achievement Awards Dinner	Oregon Commission for Women
10/09/08	Appreciation Event	Black United Fund of Oregon
10/07/08	2008 USBLN Conference	United States Business Leadership Network
10/02/08	Black Parent Initiative (BPI): "Inaugural Launch"	Black Parent Initiative
10/01/08	2008 MED Week Awards Luncheon	Minority Business Opportunity Committee
09/28/08	Oregon Nikkei Endowment Banquet	Oregon Nikkei Endowment
09/23/08	Rotary Club of Portland's Weekly Luncheon	Rotary Club of Portland
09/18/08	PMA Annual Conference	Public Management Association

Date	Events Attended	Sponsor
09/13/08	12th Annual PowWow	Oregon Youth Authority and OMS
09/13/08	State of Oregon Career Fair	Department of Administrative Services
09/11/08	Joint meeting of the Commissions	Oregon Advocacy Center
09/10/08	Hispanic Heritage Dinner	Hispanic Metropolitan Chamber
08/26/08	ACCA 22nd Annual National Training Institute Conference	American Contract Compliance Association
08/14/08	Meeting with Kenyan Ambassador Peter N.R.O. Ogego	Harambee Centre
08/12/08	Diversity implementation planning for Oregon Sesquennial	Sho & Loen Doono
08/09/08	CFAA Convention	Council of Filipino American Associations
08/08/08	Meeting with Philippine Ambassador, H.E. Willy C. Gaa	Philippine Chamber of Commerce
08/06/08	Women's Leadership Lunch and Learn Series	YWCA
07/26/08	60th Anniversary of the Desegregation of the Armed Forces	Department of Veterans' Affairs
06/28/08	2008 Luau	Oregon Youth Authority and OMS
06/28/08	Salem World Beat Festival	Salem Multicultural Institute
06/21/08	Growth and Change Banquet	Irvington Covenant Partnership for Communities
06/14/08	Appreciation Banquet for Mentors and Volunteers	Jefferson High School
06/14/08	Healthy Families, Healthy Communities	Oregon Partnership for Cancer Control
05/27/08	Native American program-site visit at Kah-Nee-Ta	Kah-Nee-Ta Resort
05/15/08	NAACP Freedom Fund Banquet	Portland Branch 1120 NAACP
05/06/08	Scholarship Awards Luncheon	Hispanic Metropolitan Chamber
05/03/08	Exploring Career Opportunities	Portland Links Inc.
04/18/08	Regional VI Conference NOBLE	National Organization of Black Law Enforcement (NOBLE), NW Chapter of Oregon
04/15/08	ONABEN's 2008 Trading at the River Conference and Tradeshow	ONABEN

Date	Events Attended	Sponsor
03/22/08	3rd Annual Portland Haitian Social Event	Association of Portland Haitian-American for Services and Education (AHASE)
03/21/08	Governor's 2008 State of the State Address	Governor's Office
03/19/08	International Speaker Series - Vicente Fox, President, United Mexican States 2000-2006	World Affairs Council of Oregon & Hispanic Metro Chamber
03/10/08	People of Color Networking Session	Salem/Keizer NAACP
02/29/08	Black History Month Celebration 2008	MacLaren Youth Facility
02/28/08	Avel Gordly Center For Healing Grand Opening	African American Mental Health Commission
02/24/08	Miss Black Oregon USA Scholarship Pageant 2008	Miss Black Oregon
02/23/08	Chinese New Year Celebration	Taoist Tai Chi Society of the USA
02/20/08	11 th Annual Community Unity Banquet	Black United Fund of Oregon
02/07/08	2008 Black History Month Celebration	Oregon Youth Authority and OMS
02/02/08	7 th Annual Tet Festival, Year of the Rat	Oregon Vietnamese American Community Association
02/01/08	Living in Peculiar Paradise	Oregon Northwest Black Pioneer and Salem Multicultural Institute
02/01/08	Challenge 2008	REAP, inc.
01/29/08	Building Effective Govt. and Business Relations with American Indian Tribes	LDK Associates
01/26/08	Tet Festival/Year of the Rat	Vietnamese Voice in Salem
01/21/08	AmeriCorps, First Annual "Hands of Peace"	AmeriCorps
01/21/08	World Arts Foundation 23 rd Anniversary Tribute to Dr. Martin Luther King, Jr.	World Arts Foundation
01/21/08	Martin Luther King, Jr. Skanner Breakfast	Skanner Foundation
01/20/08	Drum Major Ecumenical Service	Vancouver Avenue 1 st Baptist Church
01/18/08	Martin Luther King Jr. Celebration	DHS Diversity Development and Coordinating Council
01/17/08	6th Annual Planned Parenthood Luncheon	Planned Parenthood
12/06/07	13th Annual Holiday Scholarship Fundraiser	Hispanic Metropolitan Chamber

Date	Events Attended	Sponsor
12/10/08	Salem Speaks Up! Celebrating Universal Declaration of Human Rights Day	City of Salem Community members
11/08/07	10 th Annual Tribal State Government to Government Summit	The Confederated Tribes of Warm Springs and Kahneeta
11/17/07	Black Colleges Committee, Inc. 28th Annual Conference - Black Colleges "Believe in Them, Achieve in Them"	Portland Community College and NW Regional Educational Laboratory Equity Center
11/16/07	NAYA 4th Annual Celebrating Native American Month	Native American Youth and Family Center
11/13/07	Eliminating Racism Workshop	YWCA
11/10/07	Vietnamese Voice in Salem, Committee Meeting	Vietnamese Voice in Salem
11/06/07	2007 Equal Opportunity Day Awards Dinner	Urban League of Portland
11/06/07	14th Annual Diversity Development Conference	City of Portland, Mult. County, and Clackamas County
11/04/07	HeavenBound Deliverance Center Pastoral Anniversary	HeavenBound Deliverance Center
11/03/07	Portland Chapter of Links 50 Year Celebration	The Portland Chapter of the Links
11/02/07	Oregon Advocacy Center's 30th Anniversary Dinner	Oregon Advocacy Center
10/30/07	Art Up - Project Look Up	Regional Arts and Culture Council
10/30/07	2007 Statesman Dinner	Oregon Business Association
10/27/07	Women Making History in Portland Mural Project -- Unveiling of mural	In Other Words Women's Books and Resources
10/26/07	NOBEL "Tap Dancing on My Last Nerve"	National Organization of Black Elected Legislative Women
10/25/07	The Differently-Abled Business Association (DBA)	KeyBank
10/23/07	NEW Leadership Oregon "Line Up for Leadership" luncheon	Portland State Univ.
10/20/07	Nigerian Independence Day Banquet	Nigerian Community in Oregon and Southwest Washington
10/20/07	5th Annual Eid Celebration	Islamic Society of Greater Portland
10/19/07	3rd Annual Health Disparities Conference	African American Health Coalition, Inc.

Date	Events Attended	Sponsor
10/16/07	International Visitors Leadership Program	World Affairs Council of Oregon
10/13/07	Oregon Native American Chamber 3rd Annual Gathering	Oregon Native American Chamber
10/11/07	2007 Women of Achievement Dinner	Oregon Commission for Women
10/09/07	Dedication ceremony of the Margaret Carter Skill Center	Portland Community College
10/02/07	Red Cross Debriefing - Local Response to Hurricane Katrina and Rita	Oregon Trail Chapter Red Cross
9/28/08	MacLaren 11th Annual PowWow	MacLaren Youth Facility
09/27/07	NAACP Installation Ceremony for Portland Branch #1120	Portland NAACP Branch 1120
09/25/07	Miller Nash - 1st Annual Femme Fete	Miller Nash Atty's At Law
09/23/07	Pearl for the Cure	Pearl District Business Ass.
09/20/07	ODOT/DHS Diversity Conference	ODOT and DHS
09/16/07	Boards and Commission Outreach Meeting	Ngoc Son Buddhist Association
09/13/07	Hispanic Heritage Month Celebration Dinner	Hispanic Chamber of Commerce
08/31/07	MacLaren 4th Annual Luau	MacLaren Youth Facility
08/24/07	Urban Art Exposition	Latinos Unidos Siempre (LUS)
08/19/07	India Festival 2007	Association for Community Harmony in Asia (ACHA)
08/10/07	Bangladesh First Quarterly Update Meeting - Underprivileged Children	
08/08/07	Asian American Business Alliance Quarterly Meeting	Asian American Business Alliance
08/07/07	ODOT Engineering Day	ODOT
08/05/07	Promise Program Brown Bag	Promise Program
08/04/07	First Thursday Art Reception with Senator Gordon Smith	
07/30/07	Russian and Ukrainian Visitors at State Capitol	League of Women Voters
07/29/07	Lents Baptist Church 100 Year Celebration	Lents Baptist Church
07/26/07	Public Agency Target Business Procurement Summit	Portland Metropolitan
07/26/07	Legal Update on Affirmative Action Programs & Disparity Studies	Minority Business Opportunity Committee
06/26/07	NEW Leadership Oregon Workshop	PSU Hatfield School of Gov.

Date	Events Attended	Sponsor
05/24/07	Cultural Diversity Conference	YWCA, Salem
05/19/07	50th Celebration of Business	Courtesy Janitorial Services, Inc.
05/18/07	Freedom Fund Banquet	NAACP, Corvallis-Albany Branch
05/18/07	Tribal Information Day	Legislative Commission on Indian Services
05/18/07	International Speaker Series 2007	World Affairs Council of Oregon
05/17/07	Taiwanese American Heritage Week Celebration	Formosan Association for Public Affairs
05/05/07	Grand Banquet of the Centennial Anniversary of the Holy Trinity Greek Orthodox Church	Greek Orthodox Community of Portland
04/14/07	MLK Walk	Commission to End Racism
04/14/07	Ninth Annual Scholarship & Awards Banquet	The Asian Reporter Foundation
04/11/07	Constructing Hope Resource Dinner	Irvington Covenant Community Development Corp.
04/10/07	Diversity Summit 2007	Portland General Electric
04/08/07	AAAA 33rd Annual Conference, "Diversity versus Affirmative Action: Where Do They Meet?"	American Association for Affirmative Action (AAAA)
04/08/07	National Form For Black Public Administrators (NFBPA) Conference	NFBPA
04/07/07	Bengal New Year Cultural Event	Bangladeshi Community of Portland
04/04/07	MLK Jr. Memorial Walk	Episcopal Diocese of Oregon
03/25/07	Oregon Native American Chamber of Commerce	Same
03/24/07	Haitian Social Event, 2nd Annual	Reach for Community Hope (RCH)
03/03/07	Lawyers' Campaign for Equal Justice	
02/24/07	Northwest China Council Year of the Pig Dinner and Auction	HSBC Bank USA, N.A.
02/24/07	Tet in Portland Festival (2 days)	Oregon Vietnamese Community Association
02/21/07	Governor's Marketplace Conference 2007 - Go for the Green!	MWESB/Gov
02/21/07	10th Annual Community Unity Banquet	Black United Fund of Oregon
02/18/07	Chinese New Year Dinner Celebration	Chinese Consolidated Benevolent Association

Date	Events Attended	Sponsor
02/17/07	Chinese New Year Banquet	Taoist Tai Chi Society of the USA
02/07/07	The Diversity Imperative: Strategies for Success in the Global Workplace	Portland Community College
02/03/07	Third Annual Lunar New Year "Tet" Celebration	Vietnamese Voice in Salem
02/01/07	Oregon NW Black Pioneers Dedication Ceremony	Oregon NW Black Pioneers Association
01/28/07	New Leadership OREGON Panel Discussion	New Leadership OREGON
01/23/07	Diversity and Next Generation Talent Attraction-co-presented with George Beard at the Senior Agency Heads Meeting	
01/21/07	"Drum Major" Ecumenical Services	Vancouver Avenue 1st Baptist Church
01/17/07	Awards Dinner, World Affairs Council of Oregon	World Affairs Council of Oregon
01/15/07	21st Annual Martin Luther King, Jr. Breakfast	The Skanner
01/15/07	Keep Alive "The Dream" Tribute to Rev. Dr. Martin Luther King	Worlds Arts Foundation, Inc.
01/13/07	25th Annual Dr. Martin Luther King, Jr. Commemorative Banquet	Region X Blacks in Government
01/12/07	King's Dream How Far has the Vision Gone?"	DHS
01/08/07	Join Session	State of Oregon

E. 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
12/10/08	Universal Human Rights Day
12/01/08	Rosa Parks Day
11/01/08	National American Indian Heritage Month
10/01/08	National Disability Employment Awareness Month
09/26/08	Minority Enterprise Development Week
09/15/08	National Hispanic Heritage Month
08/26/08	Women's Equality Day
07/01/08	Anniversary of the Americans with Disabilities Act
06/01/08	Gay and Lesbian Pride Month
05/01/08	Asian/Pacific American Heritage Month
04/01/08	Multicultural Communication Awareness Month
03/01/08	Women's History Month
02/07/08	Vietnamese New Year
02/07/08	Lunar New Year/Tet Festival
02/07/08	Chinese New Year
02/01/08	African-American History Month
01/21/08	Rev. Dr. Martin Luther King Day

F. **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.

XII. 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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<http://governor.oregon.gov/Gov/GovAA/index.shtml>