



Affirmative Action Summary Report

for the period of

July 1, 2011 – June 30, 2013

Presented to

Governor Theodore R. Kulongoski



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Presented by the Governor's Affirmative Action Office

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Affirmative Action Works – Diversity Enriches – Cultural Competency Stabilizes



THEODORE R. KULONGOSKI
Governor

December 27, 2010

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

Dear Governor Kulongoski:

It is with great pleasure that I present the State of Oregon's *July 1, 2011 – June 30, 2013 Affirmative Action Summary Report*. This report details the efforts that state government agencies, with the assistance of the Governor's Affirmative Action Office (GAAO) and under your purview, have made and plan to make to promote Oregon as an "Employer of Choice." I am sure you will agree that, while a few agencies still have room for improvement, many agencies truly shine with their attention to attracting, developing, and maintaining a diverse workforce that is committed to quality public service. My office is proud to share their successes.

Thank you for your support of the GAAO throughout your term as Governor of the State of Oregon. Your leadership has given me and my staff the confidence and momentum to promote diversity in the workplace and seek innovative ways of creating a welcoming environment.

I am confident that the work of our office, under your leadership, has moved the State of Oregon further toward its goal of inclusion and parity for all Oregonians.

Respectfully yours,

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

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Executive Summary

To consider the role and success of Affirmative Action in state government is to be at once hopeful and discouraged. While some agencies embrace the tenets of Affirmative Action and have integrated them into their daily operations, other agencies have more progress to make to achieve this goal.

One of the most tangible results of a failure to implement tools like Affirmative Action to improve workplace diversity is an increase in claims against the State from potential or existing employees who feel they have been discriminated against. These claims result in millions of dollars in settlements and awards. While Affirmative Action is a philosophical commitment to creating harmony in the world, it is also a legal mandate with a dollar amount attached to it.

This report provides an analysis and evaluation of state agencies' achievements and struggles in the effort to create equal opportunity, and honor diversity and inclusion, within the State of Oregon—characterized by Governor Kulongoski's goal of making state government an "Employer of Choice." Data identifying the composition of the State of Oregon's employees, and tracking claims from the Department of Administrative Services Risk Management, help to provide a framework on which to hang stories of agency successes and best practices.

During Governor Kulongoski's administration, the Governor's Affirmative Action Office (GAAO) has realized some of its major goals:

1. Implementing a cultural assessment and training program;
2. Collaborating with the Department of Justice, Bureau of Labor and Industries, and Department of Administrative Services/Risk Management to provide a training session about documenting employee conflict;
3. Launching a statewide exit interview tool; and
4. Working with the Oregon Youth Authority to create the Art-on-Loan Program.

The Governor's executive order to support the programs listed above speaks to his vision and commitment to the principles of Affirmative Action.

This biennium has been somewhat unique, compared with recent years, in that it's been profoundly affected by the national recession. Budget shortfalls have been significant, resulting in hiring-freezes and layoffs that affect every agency's ability to bring in new employees. Non-motivated agencies consider this a reason for inaction. Proactive agencies are focusing on creating and/or nurturing an inclusive, welcoming and supportive environment, so they are ready when the next opportunity to hire arrives.

In order for the State to achieve its goal of becoming an “Employer of Choice,” agency heads must:

1. Continue to retain and promote members of the protected classes;
2. Endeavor to decrease lawsuits, especially in retaliation;
3. Acquire, and offer to their management staff, training about documenting employee strife;
4. Reach out to protected classes to increase the public perception of accessibility to State government and its boards and commissions;
5. Build ongoing, significant relationships with the state’s many ethnic organizations and communities;
6. Continue the GAAO’s monthly Affirmative Action Workshops for agency Affirmative Action Representatives; and
7. Foster a positive environment, both mental and physical.

The Recommendations section outlines strategies for reaching these goals.



GAAO’s Affirmative Action Workshop hosts presenter Michael Cobb, Manager of ODOT Office of Civil Rights, in September 2010

History of and Introduction to the Governor's Affirmative Action Office

The work of the Governor's Affirmative Action Office (GAAO) is guided by federal and state statutes for equal employment opportunity and Affirmative Action to protect the rights of all individuals to:

1. Take and maintain a job;
2. Engage in all activities of the state; and
3. Advance in their department free from discrimination on the basis of age, disability, family status, gender, marital status, national origin, race, religion, or sexual orientation.

These statutes and guidelines stipulate that all employees have the right to lodge a complaint if they feel they have been subjected to discrimination, harassment, or retaliation.

The Affirmative Action program was established in Oregon state government on July 1, 1975, in order to eliminate the effects of past and present under-representation, intended or unintended, that are evident by analysis of employment patterns, practices and policies. From 1975 to 2003, the Affirmative Action program studied the makeup of Oregon's state employees. The following chart identifies those who have been appointed to serve as Affirmative Action directors for the State of Oregon.

Term	Affirmative Action Director	Governor
July 1975 – January 1979	Harold Williams	Robert Straub
January 1979 – 1987	Kay Toran (Robert Phillips, Deputy)	Victor Atiyeh
January 1987 – 1991	Kathleen Sadaat	Neil Goldschmidt
January 1991 – 1995	Jeanette Pai	Barbara Roberts
January 1995 – 2003	Raleigh Lewis	John Kitzhaber
July 2003 – Present	Peggy C. Ross	Theodore Kulongoski

Director Peggy C. Ross and her staff have, since 2003, implemented internal programs, training opportunities, and outreach efforts intended to improve parity; increase diversity, understanding, and inclusion; and create a welcoming environment for all Oregon state employees. Governor Kulongoski has supported these efforts by signing Executive Order 05-01 in January 2005 and Executive Order 08-18 (Appendix A) in August 2008. These executive orders reaffirm the State's commitment to creating and maintaining a supportive work environment by requiring all agencies to:

1. Identify to all employees an Affirmative Action Representative within each agency;
2. Participate in a cultural competency assessment;
3. Utilize the statewide Exit Interview Survey for all terminating or transferring employees; and
4. Provide performance evaluations of all management personnel, including agency heads, administrators and managers.

Governor's Affirmative Action Office Staff

Director (Peggy C. Ross)



Attending the Asian Reporter Foundation scholarship ceremony in April 2010

The GAAO director champions equal rights within state government under the purview of the Governor. 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 Oregon Revised Statute 243.305 (Appendix B).

The director supports efforts that foster a work environment that recruits, retains, and promotes employees who represent the broadest possible spectrum of society, with an emphasis on women, minorities, and individuals with disabilities. The director is constantly engaged with community leaders, local organizations, and ethnic groups to promote the State of Oregon as an “Employer of Choice” and to recruit members for state boards and commissions.

Program Manager (Katherine T. Mangloña)



Receiving a service award from the City of Salem in July 2010

The GAAO program manager supports the director by acting as a liaison between the GAAO and state agencies in all matters pertaining to Affirmative Action. The program manager assists the director to direct and monitor the 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.

Executive Assistant (Kristy Athens)



*Reading a Governor's
proclamation at India
Fest in August 2010*

The GAAO executive assistant supports the director and program manager in their everyday operations. 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 (none currently): The intern assists in the research and administration of programs, operations, and coordination of communications, internally and externally.

Mission and Objectives

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

The GAAO assists agencies to be in compliance with mandates on equal employment opportunities, diversity, and internal and external public relations strategies. Desired results include:

1. Compliance with federal, state, and local mandates;
2. Reduction in the number of claims and lawsuits through early intervention and problem solving;
3. Creation of a safe and welcoming environment, both physically and mentally;
4. Promotion of the State of Oregon as an "Employer of Choice;"
5. Recruitment, retention, promotion and monitoring of minorities, women, people with disabilities, and other protected classes;
6. Enhancement of trust and credibility with employees;

7. Cultivation of a strong relationship with ethnic communities and private, public, academic, and faith-based organizations; and
8. Promotion of accessibility and opportunity in state government for all Oregonians.

The philosophy of the GAAO is one that transcends tolerance to rise to the level of celebration. The word “tolerance” lends a feeling of “putting up with”—a sentiment that inherently belittles the person/culture/idea being tolerated. Instead, the GAAO respects and celebrates the many talents, perspectives and insights brought to a table that is surrounded by people who differ in age, disability, family status, gender, marital status, national origin, race, religion, or sexual orientation.

Affirmative Action Plan Background

Affirmative Action Plans are submitted on a biennial basis by agencies that are under the executive branch; in 2010, there were 81. The current review process has been in use since 2004. In 2010, the GAAO program manager held workshops to help with the process. Agencies use these plans year-round as a guide to ensure that they have the pieces in place to maintain a stable, vibrant workplace, which is characterized by a history of mentoring, retaining and promoting women, minorities, the disabled, and other people who belong to the protected classes, and by a welcoming work environment.

The plans are reviewed by the GAAO to determine their compliance with ORS 659A.012, which created a statewide policy of equal employment opportunity and advancement. The GAAO then creates the *Affirmative Action Summary Report*, which interprets existing data and celebrates best practices, to the Governor, who presents it to the Legislature. It is the intention of the GAAO to focus on human success stories and not solely on numbers.

Governor's Affirmative Action Office Training, Programs and Oversight

To support Governor Kulongoski's goal of making the State of Oregon an "Employer of Choice," the Governor's Affirmative Action Office (GAAO) has developed and launched a number of training, programs and oversight initiatives, including:

1. Monthly Affirmative Action Workshops;
2. Oregon Youth Authority Art-on-Loan Program;
3. Cultural Competency Assessment and Implementation Services;
4. Training Opportunities;
5. Statewide Exit Interviews;
6. Data Analysis; and
7. Outreach.

Monthly Affirmative Action Workshops

The GAAO convenes monthly workshops with state agencies' Affirmative Action Representatives to:

1. Encourage resource sharing;
2. Design education and awareness strategies;
3. Educate about methods and resources to reduce discrimination;
4. Enhance recruitment and retention of protected classes; and
5. Identify patterns of complaint that occur within an agency, as well as reduction strategies.



Governor Kulongoski (center) and Affirmative Action Representatives after September 2010 workshop

Many of the Affirmative Action Representatives were closely involved in the development of this program—they participated in brainstorming groups to determine presentation topics, and currently participate in discussions and share what they've learned with their colleagues. This program has helped to empower Affirmative Action Representatives to act as champions of diversity within their agencies.

The workshops are held in Salem; Affirmative Action Representatives who work in Portland participate in the workshops via live videoconference. Because of the economic and environmental implications of traveling for meetings, the GAAO is reviewing more videoconferencing and webinar options.

From the program's beginning in 2003 through June 2010, there were 65 workshops offered. The following agencies have attended more than half:

1. Youth Authority, Oregon (62 workshops attended)
2. Transportation, Oregon Department of (58)
3. Administrative Services, Oregon Department of (58)
4. Human Services, Department of (52)
5. Forestry, Oregon Department of (52)
6. Corrections, Oregon Department of (50)
7. Public Employees' Retirement System, Oregon (49)
8. Lottery, Oregon (46)
9. Library, Oregon State (43)
10. Consumer and Business Services, Department of (42)
11. Environmental Quality, Oregon Department of (40)
12. Water Resources Department, Oregon (39)
13. Education, Oregon Department of (38)
14. Employment Department, Oregon (38)
15. Justice, Oregon Department of (38)
16. Housing and Community Services, Department of (33)

Fifteen agencies that had never been represented at an Affirmative Action Workshop began sending an employee after Executive Order 08-18 was signed in August 2008.



Governor Kulongoski and Portland Affirmative Action Representatives attending September 2010 workshop via videoconference

The vision for these meetings was established during planning meetings in 2003: “To create a work environment which will attract and retain employees who represent the broadest possible spectrum of society.” Its goals:

1. Improve the hiring and retention opportunities of underrepresented persons;
2. Create a climate of increased cultural awareness;
3. Nurture a welcoming environment in which everyone is valued and respected; and
4. Promote managerial skills among diverse populations of employees.

Workshop topics vary from month to month, usually corresponding with that month’s national diversity celebration, which is supported by a proclamation from the Governor. The GAAO brings speakers from corporate, state and other organizations to share best practices as well as bring different perspectives about how to be inclusive in their workplaces.

Topics and proclamations from July 1, 2008, to June 30, 2010, are listed in Appendix C. The Affirmative Action Representatives also provide an “exercise” for the group—sometimes a quiz, sometimes a crossword puzzle; this is intended to be a fun way to learn more about the diversity celebration of that month. Pertinent magazine, newspaper or Internet articles are sometimes shared as well.

Oregon Youth Authority Art-on-Loan Program

In conjunction with the Oregon Youth Authority (OYA), the GAAO has developed a program that gives Salem-based state agencies a means of borrowing works of art that are created by the OYA youth. The program serves the dual purpose of encouraging the young men and women housed in Oregon’s correctional facilities to express themselves artistically and possibly develop an employment skill, and of providing Oregon’s State agencies a way to decorate their buildings with multicultural, free artwork, thereby celebrating diversity and creating a welcoming atmosphere for employees and visitors, with no financial investment.



Masks ready to be displayed in state agencies

The idea for this program developed in 2003, after GAAO Director Peggy C. Ross went to the OYA headquarters in Portland in 2003 to meet with its director. Peggy was impressed by the artwork, made by OYA offenders, that was on display. She immediately filled her office with artwork made by the youth and sought support for a program to bring it to all state office

buildings. OYA's Lonnie Jackson, Robyn Cole (retired), and Amanda Lowe-Davies have worked with the GAAO to make the program a reality.

“Many of the youth involved in the program have never tried painting, sketching, or other forms of artwork before. They were surprised to find hidden talent and to discover how much they enjoyed creating art. This program helped the youth in their treatment, as it gave them a chance to channel their energies into something positive, and to reconnect with their cultural backgrounds. Several of the youth expressed how happy they were for the opportunity to give something back to the community.”

–Amanda Lowe-Davies,
OYA Communications and Government Relations Assistant



*OYA staff Amy Calahan-Early works
with a Hillcrest youth*

OYA staff have volunteered their personal time and supplies to ensure that the youth who are interested have the chance to participate. The first open house event, on the Hillcrest campus in February 2010, featured dozens of works of art, all of which were claimed by agency representatives for their buildings within a few minutes.

Cultural Competency Assessment and Implementation Services

The State has implemented a cultural competency program that moves agencies toward a more inclusive workplace by addressing the following objectives:

1. Defining diversity and culture;
2. Creating a climate of increased cultural awareness;
3. Identifying and responding to cultural and language barriers;
4. Describing how all members of the organization should be valued and respected;
5. Promoting managerial skills among diverse employee populations;
6. Improving employee morale;
7. Facilitating discussion to open channels and create dialogue about similarities/differences; and
8. Describing how to weave diversity into everyday patterns.

A total of six agencies have undergone such an evaluation. Some agencies consider a complete evaluation cost-prohibitive, even when comparing preventive, proactive training to reactive discrimination lawsuits. Some have engaged in less involved activities, such as diversity conferences. However, agencies that have committed to a cultural competency evaluation have benefitted greatly from the experience, as described below:

“The cultural competency assessment that DHS underwent was an excellent opportunity to look at our achievements and determine what remains to be done. From this comprehensive assessment, we will be able to move the agency forward while concentrating on specific goals that will yield greater results.”

–*Marita Baragli,*
Dept. of Human Services Diversity Manager

“The cultural climate assessment was very valuable in assisting our agency’s ongoing efforts to become a culturally competent organization. Key messages of the survey included the value of integrating cultural competency/diversity at all levels of our agency, increasing efforts on recruiting and retaining a diverse workforce, and listening to feedback from staff about their work environment, and cultural awareness and diversity.”

–*Lonnie Jackson,*
OYA Office of Minority
Services Director

Training Opportunities

The GAAO has offered “Addressing the Generational Mysteries in the Workplace,” which explores what meaningful work means to people of different generations. This workshop increases awareness and understanding of basic differences between generations, which can minimize miscommunication, conflict, stress, discomfort, and frustration, and increases effectiveness in the workplace.

A partnership that was strongly suggested in 2009 by the Ways and Means Sub-Committee on General Government has become extremely fruitful: The “Preventing and Minimizing Exposure to Lawsuits” workshop that is co-sponsored by the GAAO, Department of Justice, Bureau of Labor and Industries, and Department of Administrative Services/Risk Management (and lead by GAAO) has been delivered to more than 500 managers and supervisors, and now has a waiting list of 200. Requests continue to come in from other areas of the state.

Some comments from recent sessions:

1. “As a new manager, this information was great. All new managers should be required to attend a class like this.”
2. “I learned some things that I need to do to protect my agency when moving forward with disciplinary issues.”
3. “[I have] a greater understanding of the process and what part the agency needs to play.”

Statewide Exit Interviews

Governor Kulongoski signed Executive Order 08-18 in August 2008, mandating the State’s use of a statewide exit interview whenever an employee vacates or transfers from an agency or leaves state employment. In collaboration with the Department of Administrative Services and Department of Justice, the GAAO and Affirmative Action Representatives developed an exit interview survey tool to be used by all agencies. The survey is housed on SurveyMonkey.com and can be accessed from any computer.

This important tracking, measurement, and comparison tool covers issues such as: benefits, working conditions, opportunities for career advancement, quality and quantity of workload, and relationships with co-workers and supervisors. The online tool results in a more truthful assessment. The testimonials from these interviews can aid the GAAO in studying the work environment of various agencies.

Outreach

The GAAO has focused on outreach as a means of proactively generating goodwill within state agencies and interest among historically excluded groups in state employment, education and business. People from protected classes cannot become involved in state affairs if they are unaware of those opportunities. The most active coalitions include:

1. African American Chamber of Commerce;
2. American Association for Affirmative Action;
3. Asian Pacific American Chamber of Commerce of Oregon and Southwest Washington (APACC);
4. Black United Fund of Oregon;
5. Cambodian American Community of Oregon;
6. City of Salem Human Rights and Relations Advisory Commission;
7. City of Salem Social Services Board;
8. DBTAC (Disability and Business Technical Assistance Center) Northwest ADA Information Center;
9. Hispanic Metropolitan Chamber of Commerce;

10. India Cultural Association;
11. Lesbian/Gay/Bisexual/Transgender-rights advocates;
12. Native American Youth and Family Center (NAYA);
13. National Association for Advancement of Colored People (NAACP):
Albany/Corvallis, Salem/Keizer and Portland branches;
14. Nigerian Community of Oregon and Southwest Washington;
15. OAME (Oregon Association of Minority Entrepreneurs);
16. Oregon Assembly for Black Affairs;
17. Oregon Native American Business Network (ONABEN);
18. Oregon Native American Chamber;
19. Oregon's nine federally recognized tribes;
20. Philippine American Chamber of Commerce of Oregon (PACCO);
21. Portland Bangladeshi Cultural Event team; and
22. Vietnamese Voice in Salem.

The GAAO sends out management-level and hard-to-fill position announcements to state Affirmative Action Representatives; local and national professional, Greek, and faith-based organizations; and Historically Black, Indian and women's colleges and universities. The GAAO works with other policy advisors in state government as well to encourage them to emphasize to agency heads and top management the importance of this.

The GAAO encourages community members to become more actively involved in the administration of state government as Oregon State Board and Commission members. Citizens in protected classes are encouraged to apply for open positions; the GAAO monitors their progress. Nancy Goss Duran, Director of Government Appointments, requests that new members self-disclose their race and gender, and submits the following for this report:

Indicated Racial Background of Appointees to Boards and Commissions

Protected Class	2000 Census	12/05/2005		12/08/2008		05/18/2010	
African American	1.63 %	31	1.9 %	64	2.0 %	74	1.8%
Asian/Pacific Islander	3.19 %	36	2.2 %	90	2.8 %	115	2.8 %
Hispanic	8.05 %	50	3.1 %	98	3.1 %	127	3.1 %
Native American	1.32 %	32	2.0 %	67	2.1 %	85	2.1 %
Other/Multi-Racial	--	23	1.4 %	48	1.5 %	65	1.6 %

In 2005, the number of female appointees was 621; that number rose to 1,178 in 2008 and 1,573 in May 2010. The overall appointee totals are 1,634 in 2005; 3,204 in 2008; and 4,139 in May 2010. This means the overall percentage of women has been fairly stable, approximately 38 percent.

GAAO staff members regularly attend public events that are sponsored by organizations that represent protected classes—such as cultural celebrations and scholarship award ceremonies—as a show of solidarity and of valuing the event and the minority group. They are often asked to represent the Governor by making remarks and reading his letters of welcome and proclamations.

A list of events attended from July 1, 2008, to June 30, 2010, comprises Appendix D. Letters of congratulations from the Governor or proclamations are often presented as well; a list of proclamations is found in Appendix E.

Data Analysis

The current administration collects reports that aid in tracking increases and decreases in claims; geographical trends, and other patterns that can help identify an area within an agency that requires special attention. Some of this data is presented in the Reports/Data section, and some is confidential information. Reports include:

1. Affirmative Action Representative surveys;
2. Affirmative Action Workshop attendance rosters;
3. Bureau of Labor and Industries Report (BOLI) data;
4. Cultural Competence Assessment/Implementation Program reports;
5. Department of Administrative Services/Risk Management reports;
6. Direct Appointment rosters;
7. Ethnic and Non-Ethnic Managers reports;
8. Prospective or current employee complaints;
9. Retirement data;
10. Statewide Exit Interview Survey reports;
11. Layoff reports; and
12. Trial Service reports.

Agencies' Best Practices

The Governor's Affirmative Action Office (GAAO) is pleased to report state agencies' best practices—efforts that nurture equity in the workplace and celebrate diversity. Just as the Governor hopes to make the State of Oregon an “Employer of Choice,” each agency should also strive to stand out among state agencies. It's hoped that these examples inspire all agencies to incorporate successful practices used by neighboring agencies, creating a “rising tide” to lift all boats in state government.

Agency Spotlight—Public Employees Retirement System, Oregon (PERS; 350 employees)

While many agencies have one or more notable practices, PERS is implementing one of state government's most comprehensive, across-the-board Affirmative Action plans. The PERS plan reflects the agency's continued commitment to the principles of Affirmative Action, diversity, and the advancement and enrichment of its workforce. Their plan is a “**living**” document, constantly being referenced, reviewed and improved.

In 2005, PERS hired consultant Frances Portillo, as stipulated by Executive Order 05-01, to conduct a **cultural competency assessment**. Her recommendations included training on diversity issues for managers, an open forum for employees to voice their concerns, research to clarify possible employee misconceptions, a diversity committee, an exit-interview process, and communications to make employees aware of progress made. All recommendations were implemented by 2009.

PERS plans to have a formal, defined **succession planning** process in place by June 2013. PERS strategic initiatives include:

1. Developing organizational “bench strength” with staff development and succession planning;
2. Hiring and training to fill capability gaps;
3. Using performance management to create developmental plans and career paths for employees;
4. Implementing a unified training and development strategy that addresses agency-wide as well as division-specific needs; and
5. Equipping the workforce to serve a diverse membership.

The agency has worked to **mitigate “key person syndrome,”** meaning too much institutional knowledge being stored in one employee's mind. Staff are trained to access agency resources and outside training opportunities, and no more than 5 percent of new hires are removed from trial service annually. PERS is working toward 100-percent compliance for annual performance evaluations, which contain personalized development plans. In 2009, 75.3 percent of employee evaluations were completed.

PERS is involved in a number of **community outreach** activities:

1. “PERSuing a Better Community” is a group of employees who volunteer with the Oregon Food Bank.
2. PERS sponsors activities for the Oregon Transitional School, which serves at-risk students, including gathering school supplies in the fall and hosting a Halloween visit. PERS staff donate treats for the students, who arrive in costume.
3. PERS is setting up an internship program with the Beaverton School District’s Community Transitional Program. This program serves adults aged 18 to 21, who have completed four years at Beaverton District High School and/or received a modified diploma and seek job-exploration activities and in-community work experience.
4. PERS staff are encouraged to participate in community outreach activities of their own choosing and design. Examples: One employee is on the leadership team of a faith community in Tigard that supports homeless people by providing food, and shower and laundry facilities. Another volunteers with his local police bureau to distribute blankets to the homeless.

The PERS Diversity Committee provides innovative opportunities to learn about issues of diversity, and to foster an environment that goes beyond *awareness* of diversity to one that **embraces diversity**. The committee has sponsored potluck lunches, holiday parties and other gatherings, using them as a social, comfortable forum in which to present cultures that may be foreign to most employees. From August 2008 to February 2010, the committee hosted “Movie and Meal” activities that featured 20-minute clips from two diverse movies, which were discussed. In 2009, PERS began holding “brown bag” sessions with the executive director and other administrators on various workplace topics, including “Ethics and Professionalism in the Workplace.” A “diversity library” boasts more than one hundred books, cassettes and videos in two locations, and has inspired some employees to form book-discussion groups. Two employee newsletters feature a diversity column and other articles.

PERS developed the Training and Advisory Council in 2007 to combat an established “silo” effect within the agency. The council is made up of representatives from each division, and meets on an *ad hoc* basis with a primary focus of increasing skills, knowledge, and resources in the areas of training and development by creating an agency-wide forum in which to collaborate and share resources, communication, and information. PERS biennially delivers to all staff “**Maintaining a Professional Workplace**” and “Discrimination and Harassment Prevention” training, during which the Affirmative Action Plan is explained, policies are reviewed and discussed, and strategies for prevention are considered. A training entitled “True Colors” has been attended by hundreds of PERS employees.

Agency Highlights

Administrative Services, Oregon Department of (DAS; 878 employees)

DAS has an active **Diversity Council**, which offers a comprehensive website on which staff may read articles and participate in workshops, events and meetings. The council provides opportunities for employees to learn about diversity, increase awareness and embrace a welcoming environment, as well as content for DAS's monthly newsletter, particularly "Did You Know?" articles that focus on one particular aspect of diversity. Event flyers are posted and shared with the employees.

Performance evaluations, required annually for all management personnel, measure effectiveness in achieving Affirmative Action objectives and initiatives. In the past, DAS performed an agency review and determined they were not evaluating management regarding the agency's Affirmative Action goals. During the new plan year, Employee Services will identify quantifiable Affirmative Action measurements, including:

1. Success in staff's growth and development;
2. Participation at community outreach and agency events;
3. Incorporation of the agency's vision and mission statement into everyday work products;
4. Encouragement of stronger informal mentoring/coaching programs; and
5. Demonstration of progress toward Affirmative Action goals as a key consideration of their performance.

Business Oregon (135 employees)

Business Oregon has implemented an excellent **community outreach program** that emphasizes connecting with minority- and women-owned businesses, and encouraging young people to consider state employment. The agency has a partnership with the Salem-Keizer School District, including the district's four high schools and the programs "Expanding Your Horizons" and "JIFFY" (Job Interview Fair for Youth). The agency works to build relationships with organizations that represent people of color and women, and to target recruiting efforts at them by advertising their vacant positions with universities and specific publications, websites, and associations.

Children and Families, Oregon Commission for (OCCF; 30 employees)

OCCF has an excellent retention record due, in part, to targeted efforts by the agency's executive director to maintain a **welcoming environment** that is inclusive and respectful of diversity, and that promotes employees in the protected classes from within the agency. OCCF's training program provides opportunities for employees to gain or enhance knowledge and skills to be successful in their jobs, to effectively contribute to accomplishing agency goals, and to address personal and professional developmental goals. Training programs include:

1. Harassment-Free Workplace Training: Description of prohibited behavior and reporting procedures;
2. Job-Required Training: Topics include technical knowledge, use of equipment, software applications, organizational skills and interpersonal skills;
3. Professional Development: Opportunity to maintain, improve and broaden knowledge and skills; and
4. Affirmative Action Training: Annual review and discussion of the OCCF Affirmative Action Plan.

The OCCF **succession planning** process has begun with data-collection of each employee and their recognized service dates, age, tiers of retirement, years of service, and the retirement eligibility within a five-year span. The current plan tracks these areas from 2008 to 2013, and identifies candidates who may be ready for promotion. This confidential plan is kept with the Affirmative Action Representative and the deputy director. Employees are supported in advancement in this and other state agencies.

The OCCF **Affirmative Action Representative** and **Cultural Competency Coordinator** continuously share information about upcoming events and activities happening around the state in regards to diversity, Affirmative Action, and cultural competency. The OCCF Cultural Competency Coordinator also provides information to the OCCF staff and system on the latest research on diversity-related issues across the nation. One such initiative is addressing, in partnership with Department of Human Services and the judicial system, the disproportion of children of color in the child welfare and juvenile justice systems.

The Cultural Competency Coordinator has been working with Willamette University's MBA program to invite interns to OCCF. A recent intern took on a special assignment to enhance the agency's orientation and training manuals.

OCCF Community Outreach program is based on the principles of community mobilization and youth involvement. Throughout its system, OCCF reaches out to the communities by engaging diverse stakeholders—minority communities in particular—in comprehensive planning and implementation.

Consumer and Business Services, Department of (DCBS; 1,008 employees)

DCBS has a good policy statement and thorough process for filing a complaint. The Affirmative Action Representative's contact information is posted prominently. Each month, a large bulletin board in the lobby is changed to reflect the monthly featured Affirmative Action theme. The display includes the Governor's proclamation and other relevant information.

The training plan for the 2011 – 2013 biennium, based on feedback from management and staff, reinforces the mission and values of DCBS with a multi-level series of courses that promote new awareness and skill sets. The courses honor and respect the differences inherent in a **multicultural, multigenerational, and multi-ability workforce**, and will be conducted using adult learning theory and learning style methodology. Courses include:

1. Being an Effective Team Member;
2. Communication for Emerging Leaders;
3. Conducting a Collaborative Performance Review;
4. Dealing with Difficult Customers;
5. Innovative Problem Solving;
6. Intergenerational Communication;
7. Leading Through Change;
8. Managing an Inter-Generational Work Group;
9. Managing Team Conflict;
10. Motivating Employees to Be Their Best;
11. Positive Approaches to Performance Problem;
12. Retention: Attracting and Keeping Your Best; and
13. Team Building.

New courses are being developed. Eighty percent of DCBS's internal trainings are directed at supporting the Affirmative Action Plan.

During the current workforce reduction, DCBS is reassessing how to integrate appropriate **internship opportunities** within each division of the agency. This effort includes working with the Cooperative Work Experience program at Chemeketa Community College. The Information Management division has worked with Employee Services to continue the **ongoing relationship** with local high school information technology departments. DCBS divisions have expressed interest in developing internship opportunities unique to their specific needs. Employee Services will assist these divisions during the 2011 – 2013 biennium to best utilize the internship opportunities available.

DCBS provides outreach to a variety of community organizations, such as Hispanic Services Roundtable, Oregon Association for Minority Entrepreneurs, Oregon Native American Chamber, Partners in Diversity, NAACP Salem/Keizer Chapter and the Asian Pacific American Chamber. In addition to diverse communities, Employee Services has visited colleges and universities around the state of Oregon to provide information for students and alumni about careers at DCBS. **Job-seekers are supported** with career assistance including informational interviews, mock interviews and application material reviews.

As a result of monthly statewide Affirmative Action meetings, DCBS continues to build relationships with other state agency Affirmative Action Representatives, human resource managers and recruiting managers. These relationships allow DCBS and other agencies to mutually benefit from **sharing expertise and best practices** in Affirmative Action plan development, analysis for employees among agencies, and stronger relationships.

DCBS is committed to providing opportunities to the workforce. This often involves the promotion of employees who accept positions in other state agencies or jobs outside of the State

of Oregon. Employees who leave DCBS are invited and encouraged to complete the DCBS exit interview and the **statewide exit interview** prior to their departure.

The exit interview data is compiled monthly and reviewed by the human resources administrator. Any area of concern is discussed with division executive management for appropriate action. The agency director is consistently made aware of all relevant facts regarding exit interview information and any actions taken to ensure compliance with the appropriate policies and procedures.

DCBS has taken a creative approach to recruiting that includes **social networking** (LinkedIn, Facebook and Twitter) and E-Recruit. DCBS sends its **job announcements** to the Hispanic Services Roundtable, Partners in Diversity, Governor's Affirmative Action Office, NAACP Keizer Chapter, Oregon Association of Minority Entrepreneurs, Oregon Native American Chamber, Oregon State Hispanic Employee Network, Oregon Advocacy Commission and the Asian Pacific American Chamber of Commerce. DCBS also meets with these organizations, and with **veterans' representatives**, throughout the year to promote DCBS and the applicant-assistance program it provides.

Corrections, Oregon Department of (DOC; 4,430 employees)

The Department of Corrections Professional Development Unit offers a 40-hour **New Employee Orientation** (NEO) program to all employees new to the agency, previous employees who have been away from the agency for two years or more, and full-time contractors. In addition to basic information about the agency and first-aid training, selected functional units, such as Inmate Workforce Development, Security Threat Group Managers, and Emergency Response Managers, give presentations. There is an additional annual 40-hour training program, for both custody and non-custody employees and contractors, intended to further the agency's mission and goals while strengthening teamwork and communication between staff and functional units. At the start of each new performance evaluation cycle, all DOC managers/supervisors meet with their subordinate staff for a performance evaluation and to develop new goals and objectives for the coming year, called the Staff Development and Leadership Work Plan (LWP).

DOC's human resources staff ensure that the agency's formal, written **hiring procedures** include mandates for serious consideration of gender and ethnic status in hiring and promotion decisions for positions that are under-represented, especially when an Affirmative Action goal has previously identified a particular group. DOC has benefited from numerous referrals from the H.I.R.E. (Hiring Individuals Ready for Employment) program, which serves as a clearinghouse for **applicants with disabilities**. Recruitment staff meet regularly with vocational rehabilitation counselors to discuss agency openings and schedule informational interviews to applicants with disabilities. As position descriptions are written or revised, requirements which might limit people with disabilities from consideration are either eliminated or clearly justified. Managers consult human resource, classification and recruitment staff to ensure that position descriptions are not inadvertently biased. DOC rewards staff members who have **dual language skills** with a pay differential.

Since the hiring of correctional officers represents the largest volume of human resources activity, DOC plans to implement a **tracking system for selection trends** that will collect the

number and percentage of women and people of color who apply, the number who fail the entrance exam, the number interviewed, the number and percentage who fail the interview, the pass/fail rate of background checks, the pass/fail rate of physicals, and the number and percentage hired. If there is sufficient data and time, a follow-up study will determine how many new-hires complete trial service as a correctional officer. This study will follow the “Uniform Guidelines on Employee Selection Procedures” of the Equal Employment Commission (29 CFR 1607).

Education, Oregon Department of (ODE; 542 employees)

One of ODE’s **key performance measures** is schools’ ability to increase or maintain a high percentage of minority staff. Examples of initiatives to reach that goal:

- a. Partnership with Oregon’s nine Confederated Tribes to preserve and teach Native American indigenous language and culture in schools;
- b. State Action for Education Leadership initiative, funded by the Wallace Foundation, which has sponsored a number of summits and school-demonstration sites that focus on cultural competency and comprehensive literacy. Participants include state policy makers, college and university teacher and administrator preparation programs, and kindergarten through 12th-grade teachers and administrators;
- c. Oregon Mexico Education Partnership effort to bring Spanish-language materials to Oregon students; and
- d. New standards for administrative licensure that include knowledge and skills related to equity and cultural competence.

Information regarding **multicultural education** is currently available to school district personnel, as well as members of the general public, including a resource directory with comprehensive lists of general multicultural organization websites, student achievement organization websites, multicultural education and equity listservs, publishers and distributors of multicultural materials and multicultural videos. ODE provides training that covers various education areas, such as American Indian/Alaska Native education, and special education programs and services.

While a formal succession plan has not been developed, the agency tracks data about staff training, education and development. ODE is bound by a collective bargaining agreement and DAS policies which dictate the recruitment and hiring process, but endeavors to assist with **identifying staff** who are ready to assume key positions in the immediate future, those who will be ready in six months, and those who will be ready in twelve months. This data enables the agency to provide training to all employees in an equitable manner. ODE has allowed some employees to work out of their classification as a promotional, development and learning opportunity, and has provided opportunities to participate in job rotations with other agencies.

Some staff members have attended training on Peer Mentoring; ODE has promoted cross-office collaboration. Example: While an ODE unit director was on military tour, one of his staff members acted as interim unit director. Effective training and coaching made the incumbent

successful during the absence of a key person, and gave him skills to prepare him for future opportunities.

Even with limited training funds, ODE provides in-house training opportunities to help its employees enhance their skills. During the last biennium, ODE conducted workshops on performance appraisal, progressive discipline, recruitment, interviewing, and writing position descriptions. Future subjects: communication, time management, conflict resolution, and crisis management. ODE staff have also attended sessions provided by the Oregon Department of Justice:

1. Employment Discrimination Based on the Protected Class Status;
2. Family and Medical Leave Act/Oregon Family Leave Act: Tricky Leave Laws Issues for the Public Employer;
3. The Lifecycle of an Employment Law Claim;
4. Performance Evaluations: Why They Are So Important and How to Do Them Well;
5. Foundational Role of “Just Cause” for Personnel Matters; and
6. Employment and Disability Under the New Americans with Disabilities Act.

ODE is developing a **mandatory-training calendar**. Required areas of training have been defined, and courses developed, to increase the knowledge and skills of agency employees in all areas, including cultural competency and diversity. ODE looks at employees as a whole and encourages their development in all areas. ODE has a tuition-reimbursement program and is actively involved in the Willamette University’s Certificate of Public Management program.

ODE’s **Labor/Management Committee**, which is chaired by the Affirmative Action Representative, meets quarterly (sooner if needed) to discuss issues that may concern either group. The committee’s vision is “a quality and productive workplace,” and its goals are to facilitate early resolution of worksite concerns, develop recommendations to improve workplace quality and productivity, build mutual respect, and communicate outcomes. Any employee of ODE, management or represented, may bring an issue to the committee.

ODE provides internship opportunities that are designed to provide experience for gifted students in the areas of educational policy and administration, political science and public administration, communications/marketing, community schools, and finance and accounting. The program allows students a chance to apply textbook theories to real-world problems while developing an understanding of the agency and its mission. Internships are available to both undergraduate and graduate students of all majors or disciplines who are interested in state government. This program has benefited both the student interns and ODE, and several former **interns have been selected for permanent positions** within the agency.

The Superintendent of Public Instruction’s outreach efforts provide broad professional training and increased public awareness. The superintendant has presented to the Oregon Commission on Asian Affairs, Oregon Latino Education Summit, and the Coalition for Equal Access for Girls Annual Meeting, and been involved with Oregon Tribal Government and the Interagency Council for Hunger and Homelessness, covering topics including ethnic minorities, students

living in poverty and homelessness, students with disabilities, foster children, and English-language learners.

Employment Department, Oregon (OED; 1,612 employees)

During the final six months of each biennium, OED's Learning and Development Team completes a **training needs-assessment** to develop the agency-wide training plan for the next biennium. From this, specific program areas complete their own needs-assessments and training plans. The 2009 – 2011 needs assessment was completed by a University of Washington master's degree student participating in the PSU Oregon Fellows Program. Her assessment resulted in a training plan, available on the agency's internal website, which focuses on management training for the current biennium, while continuing to offer the existing curriculum. "Comprehensive Management Training" will be mandatory for all current managers and supervisors, and will be held annually for all new managers. The training will be delivered by the OED Learning and Development Team, with assistance from the Human Resource Analysts (HRAs). The results of this training:

1. Reduction in calls to HRAs for assistance on low-level issues;
2. Reduction in trial service removals, disciplinary actions and grievances;
3. Proper documentation when progressive discipline is necessary;
4. Eliminating "poor management" being listed as a reason for leaving OED during the exit interview;
5. Increase in employee morale;
6. Improvement of managers' understanding of their role in the agency; and
7. Increase in use of appropriate resources.

Other workshops currently in development:

1. Me, Inc: Personal branding, determining skill gap, and next steps for advancement;
2. Welcome to OED: Agency overview including the mission, executive team, program and support areas, and development opportunities, for all new employees, partners, volunteers, and contractors;
3. Generations in the Workplace: Introduction to the four generations currently co-existing in the workforce: Traditionalists, Baby Boomers, Gen X, and Gen Y, and their different characteristics and influences;
4. Maintaining a Harassment-Free and Professional Workplace: Definition of harassment, discrimination, and professional workplace behavior, including how to file a complaint and how to locate these policies in OED's internal website;
5. Leadership Essentials: Broad overview of the agency's leadership philosophy, tools for advancement, and developing and improving leadership skills;
6. Vicarious Trauma: Overview of the difference between vicarious trauma and burnout, warning signs, and tips for addressing and taking care of oneself;

7. **Crucial Conversation – Maximizing the First 90 Seconds:** Skills to immediately build relationships, read and understand non-verbal communication, and use tools and phrases to address difficult situations;
8. **FISH! Culture:** The FISH! philosophy of “play, make their day, be there and choose your attitude” will be explored, as well as tactics to encourage creativity, trust, passion, and engagement;
9. **Absolute Honesty:** Based on a book by Larry Johnson and Bob Phillips, provides the blueprint to integrate a culture of open communication and healthy debate; and
10. **Time Management:** Techniques and approaches with value clarification, prioritization of tasks, maintaining to-do lists, and short- and long-term planning aids.

In addition to these agency-wide courses, the Learning and Development Team have two additional workshops for targeted audiences:

1. **Launching Your Leadership:** This is the cornerstone of OED’s succession planning. It is the only OED class that requires an application to attend and is only open to OED non-managerial staff. This program creates an environment for participants to understand, learn and practice the skills necessary to lead at any level of the organization. Since its inception in 2004, the program has graduated more than 225 participants. Nearly one-third of the OED management team is comprised of Launching Your Leadership graduates; and
2. **OED-at-a-Glance:** The current target audience for this course is employees, interns and consultants who are in their first three to six months at OED, but it will eventually be offered to all OED employees. Provides a broad overview of the rich history of the department.

Work is currently underway to develop more formal policy and procedures regarding interns. Since 2007, OED has participated in the **Portland State University Fellows** program. Most interns come from universities listed in *U.S. News and World Report’s* 2010 ranking of American’s best graduate schools in public affairs, business, industrial engineering, information technology, and other disciplines relevant to government and nonprofit organizations.

OED’s Diversity Council acts as an advisory group to the executive team and makes recommendations to develop work plans and strategies that will promote awareness of diversity and cultural differences, create an atmosphere conducive to job satisfaction, and provide more effective service to the diverse population it serves. OED also participates in and sponsors job fairs.

Environmental Quality, Oregon Department of (DEQ; 724 employees)

In 2010, the director of DEQ, an agency which is large and active across the entire State of Oregon, sought to enhance his **staff's sense of community** and draw attention to the diverse work done there. He embarked on an agency tour, accompanying employees in every office with their day-to-day work, and then providing a summary of his activities to the rest of the agency, highlighting the work done by staff in each location.

Job-related education is paid from program funds at 100 percent of the cost of work-related classes and workshops, including fees and books. (Educational materials purchased in conjunction with classes are considered property of the agency.)

Fish and Wildlife, Oregon Department of (ODFW; 1,182 employees)

ODFW's Human Resources Division develops the agency's training, including the New Employee Orientation and New Manager Orientation. All new employees are required to take the "Employee Rights and Responsibilities" workshop, which includes a segment on creating and maintaining a **respectful workplace**.

Annual training for supervisors explores the skills necessary to create an environment in which staff can be successful. The curriculum includes:

1. Management 101;
2. Budget 101;
3. Position Descriptions;
4. Performance Management;
5. Progressive Discipline;
6. Contract Administration;
7. Safety Management; and
8. Litigation Landmines.

In 2010, ODFW established an internal Management Development Program to foster the **formation of future leaders** for the benefit of both employees and the agency. ODFW has targeted Supervising Fish and Wildlife Biologist and Principle Executive Manager D as levels at which ODFW needs to increase the number of internal candidates.

In 2006, ODFW made an agreement with Oregon State University to provide professional-development opportunities, recruitment, and distance-learning graduate research. Current **employees seeking a graduate degree** can use as their thesis a project they are working on for ODFW. ODFW sponsored internships for twelve students in 2009 and 2010 as part of this agreement.

ODFW's internship process is informal; managers obtain their interns independently. Most ODFW internships occur during the summer and involve field work in fish or wildlife research.

ODFW has **cooperative agreements** with Mt. Hood Community College, Eastern Oregon University, and Oregon State University so that some interns receive college credit. Other partner organizations: Oregon Youth Conservation Corps, Union County Training and Employment Consortium, and American Fisheries Society.

Most of ODFW's community outreach is related to getting people involved in recreational hunting and fishing activities, which has an indirect benefit of generating interest in ODFW as a **career choice for youth** who might not otherwise consider it. Outreach examples:

1. Youth fishing event for the Multnomah Education Service District Migrant Program Summer School;
2. Salmon and Trout Enhancement Program biologists within each region work with individual schools to participate in a variety of egg-to-fry programs or with Project Wild curriculum;
3. Approximately 700 hunter-education volunteer instructors teach youth about hunter safety;
4. The Oregon Hatchery Research Center hosts school field trips;
5. Rock Creek Hatchery allows elementary school students to participate in salmon/steelhead fin-clipping;
6. Central Point Office staff biologists volunteer to be a camp counselor at the Forest Range Day Camp sponsored by the Jackson Soil Water and Conservation District;
7. County and state fair presentations provide an opportunity for the public to learn about wildlife species and behaviors; and
8. The Charleston District office staff bring portable fishing ponds and educational stations to community events.

Forestry, Oregon Department of (ODF; 876 employees)

ODF's Intern Program focuses on attracting college students in natural resources. However, due to budget constraints, the majority of this program was suspended at the beginning of 2009. The Tillamook Forest Center received funding in 2010 from the Oregon Parks and Recreation Department that supported two seasonal positions focusing on Forestry Education and Interpretation. ODF makes a special effort to attend the **Minorities in Agriculture and Natural Resources in Related Sciences** conference, which has been a very positive event. ODF is typically the only state agency in attendance (besides the host state).

Exposure to natural resources as a potential career needs to be addressed at all grades. ODF has developed several options that will increase exposure to urban students to natural resources issues and potentially to natural resource careers. They are:

1. Forestry education program in northwest Oregon that provides teachers with educational materials for elementary and middle schools. The Northwest Education Program Coordinator is currently working with the Tillamook and Portland school districts to provide educational materials, curricula, and field experiences;

2. Collaboration with Oregon Forest Institute, which has funds to assist with transportation cost of forestry-related field trips for urban students;
3. Tillamook Forest Center field trips;
4. Field offices throughout Oregon conduct fire-prevention programs and to support outdoor school activities and natural resources curricula; and
5. School-to-Work program, which includes classroom presentations, field trips, mentoring, informational interviews, and job-shadows.

ODF's Diversity Initiative is aimed at creating an inclusive work environment, encouraging all employees to reach their potential, and establishing ODF as an **“Employer of Choice.”**

Accomplishments of the diversity efforts, in conjunction with a strong recruiting and succession plan, will provide the impetus for continued diversification of ODF's workforce. High-priority tasks that have been implemented:

1. Training based on the book *7 Habits of Highly Effective People*;
2. Managers discussing, agreeing to, and completing Individual Learning Plans for all employees during the annual performance appraisal process;
3. Updating and maintenance of the Human Resources Web page;
4. Implementation of **gender communication** training for all agency employees;
5. Incorporation of working guidelines of the department into all agency-specific training;
6. Diversity-awareness issues being built into the agendas of Forestry Leadership Team meetings and the Agency Leadership Program; and
7. All employees being encouraged to attend half-day diversity forums.

Health Licensing Agency, Oregon (OHLA; 94 employees)

After a short hiatus during the 2007 to 2009 biennium due to sudden and significant changes in leadership and management, OHLA is in the process of reflecting on past experiences and re-convening its Diversity Committee. In 2009, an in-depth agency review resulted in the resignation of the OHLA director and nearly all of the management staff. Since then, OHLA has replaced the staff and undergone significant leadership changes.

In an effort to stabilize its workforce and achieve **parity goals**, OHLA has filled three positions with people who improve the agency's diversity. The agency was in the process of recruiting a manager as this report was being prepared. The executive team reviewed candidates for the position and then invited the managers to participate in the final decision. The Affirmative Action Representative also weighed in and, as a group, they decided to hire a female, helping OHLA meet its parity objective.

Housing and Community Services, Department of (OHCS; 165 employees)

Part of OHCS's strategic plan is to "create an **agency culture** that enables its staff to deliver the best possible program and services." OHCS provides the resources for all employees to become experts in their current positions and encourages employee career development in state services, including classroom training, an open recruitment process, on-the-job training, and developmental and job-rotation opportunities.

OHCS provides opportunities for all staff to participate in diversity and **multi-cultural development**, including "Brown Bag" lunch sessions intended to educate and increase awareness of barriers, understand cultural differences to help provide appropriate customer service, and to supply management with resources and tools to continue to be accountable for supporting and complying with the OHCS Affirmative Action Plan.

A program entitled "Leadership OHCS," established in 2008 for non-management staff, focuses on leadership, teamwork, and developing an agency culture that reflects OHCS's dedication to serving the diverse population in Oregon.

The director is deeply committed to working with other state and local agencies, **community action** groups and partners to identify solutions that help end homelessness, poverty and hunger for all Oregonians. In March 2010, he spoke at three Portland housing projects, financed through OHCS, which will have significant impact on the community. He has authored opinion pieces for Portland's *The Skanner* and *El Hispanic News*, the *Salem Statesman-Journal*, the *Eugene Register Guard*, and *The Oregonian*. His commentaries address housing for released offenders, links between hunger and housing, the value of helping the homeless, challenge of poverty and homeless, and the OHCS dedication to housing affordability.

OHCS puts its **diversity pledge in writing**, making it absolutely clear in all legal documents that diversity is paramount, and it encourages the organizations and businesses with which it does business to do the same. OHCS employs the services of groups that represent and advocate on behalf of diverse populations, including minority, women and emerging small businesses; Garten Industries; and St. Vincent DePaul.

All management personnel are informed of OHCS's Affirmative Action goals during the recruitment process, trained on the most current Affirmative Action plan, and evaluated in their achievement of Affirmative Action objectives during their annual performance reviews. The OHCS retention strategy includes compensation, but centers around the work it does for the citizens of Oregon. OHCS's commitment to permanent housing for all Oregonians creates a sense of pride that is directly related to employee loyalty. OHCS employees believe in the importance of the work they do on behalf of the agency.

Communication is another key element. The OHCS communication process is designed to provide meaningful feedback and information to employees, and provide them with a channel to offer suggestions and feedback to management. This is accomplished through a regularly scheduled all-staff, division and section meetings, as well as through performance management. The Development and Performance Planning (DPP) process sets clear objectives and expectations, and provides a mechanism for employees to self-evaluate as well as identify

agency support they feel would be beneficial to their professional development. The overall goal is to create an environment that demonstrates that OHCS is *their* agency, not just the agency for which they work.

Justice, Oregon Department of (DOJ; 1,381)

All new staff and volunteers attend a mandatory two-hour training, entitled “Understanding and Avoiding Work-place Harassment Training.” They are also required to attend a four-hour orientation that includes an introduction to the department’s Affirmative Action Plan and its related policies, as well as information about how to access and review the plan. A representative of the Attorney General also makes a formal statement that all staff are expected to treat each other with dignity and respect, regardless of gender; sexual orientation; cultural ethnicity; social, economic or religious background; or political beliefs, and that DOJ will not tolerate workplace harassment or discrimination in any form.

Active Oregon Bar members (all attorneys employed by DOJ) must complete 45 credit hours of approved **continuing legal education** activities in each of three reporting periods. Three of those hours must include “Access to Justice,” which is defined as an activity “directly related to the practice of law and designed to educate attorneys to identify and eliminate from the legal profession and from the practice of law biases against persons because of race, gender, economic status, creed, color, religion, national origin, disability, age, or sexual orientation.” DOJ’s Diversity Committee, Ethics Committee and Continuing Legal Education Committee recommend subjects for these trainings. Because of their exposure to, and level of expertise in, related case law, it is typical for department staff to also serve as trainers. The “Elimination of Bias” training is required of attorneys, and all staff are welcome to attend.

DOJ’s **internship program** consists of the Honors Attorney program and the Law Clerk program. DOJ also participates in the Oregon State Bar Clerkship Stipend program. The Honors Attorney program provides recent law school graduates, judicial law clerks and governmental fellows the opportunity to gain practical experience in the areas of public law. Participants occupy the position up to two years and are eligible to compete for permanent assistant attorney general positions. The Law Clerk program employs approximately 80 law students to provide legal support to the assistant attorneys general. The clerks gain meaningful and practical work experience in public law by working with individual attorneys.

The DOJ Diversity Committee meets every other month to identify ways to meet the committee’s mission, which is to “provide advice and counsel to the Attorney General and promote an organizational culture that values the uniqueness and diversity of all employees.” The committee consists of at least one member from each of the department’s divisions.

Labor and Industries, Oregon Bureau of (BOLI; 110 employees)

BOLI supervisors provide clear directives to the rest of the agency about their mission to build an inclusive work environment that attracts and retains the best, most talented and most dedicated employees. To develop employees’ skills and offer opportunities to promote within the organization, BOLI has a mandated, biannual **training program** that was developed by a joint labor/management committee. The goals of this program:

1. Identify employees who wish to excel and be promoted within BOLI;
2. Identify managers who are able to mentor such employees;
3. Create lead-work positions to promote supervisory skills;
4. Offer outside and webinar trainings to interested employees; and
5. Encourage employees to seek job rotations.

The agency recently offered “work-out-of-classification” opportunities to seven employees who wanted to pursue developmental opportunities.

BOLI has cultivated reciprocal relationships with several colleges in the Willamette Valley for its **internship program**. When an inquiry concerning internship opportunities is received from a student or representative of a college, BOLI makes every effort to find the position best able to offer a quality learning experience. BOLI accommodates the intern’s schedule as well as his or her individual fields of study, ensuring the work is relevant to the intern’s professional development. BOLI recently sponsored 26 internships from Portland State University, Western Oregon University, Willamette University, and Portland Community College, welcoming students of various backgrounds and visiting students from China, Japan, Iraq, Mexico, France, Guatemala, and Korea.

BOLI uses a number of strategies to bring new people into the agency, **creating opportunity** for existing employees and promoting a **welcoming and supportive environment**. Its many successful efforts include:

1. Direct appointments of the Commissioner’s staff;
2. Presentations to community organizations such as civil rights groups, private sector, nonprofits, and organizations that represent minority populations;
3. Encouragement of current employees to learn new skills and to apply to internal and statewide opportunities;
4. Support of local colleges, especially community colleges with significant minority student populations, locating special projects to allow students to learn more about the bureau, gain marketable skills, and nurture possible employment opportunities;
5. Posting of notices, announcements, and proclamations supporting cultural diversity;
6. Training and reinforcement with all staff and customers of an environment of respect and professionalism;
7. Display of BOLI’s commitment to Affirmative Action;
8. Week-long orientation for all new employees, including temporary ones.

Land Conservation and Development, Department of (DLCD; 78 employees)

In addition to new-hire policies-related training, managers are encouraged to provide informal training via coaching, mentoring and leadership. The agency also looks for partnering and **cost-sharing training opportunities** with other state agencies. DLCD takes every opportunity to

provide internal developmental opportunities for staff, such as job rotations or work-out-of-class assignments. These opportunities allow employees to acquire new skills or use their existing skills in a different setting.

DLCD works collaboratively with local colleges to provide students with hands-on work experience in the area of land-use planning and conducts an annual “Student Planning Day.” Agency staff present information about DLCD’s mission and goals, and discuss current planning issues and projects. The agency also recruits interns, who are assigned projects that coordinate with their areas of study. The agency has focused efforts to reach students of color and women in hopes of **increasing its applicant pool** for future job openings. Managers mentor and coach the interns in order to ensure a valuable work experience.

DLCD encourages diversity in a number of ways:

1. Culturally competent managers coach and mentor employees to maintain a friendly work atmosphere that values diversity;
2. All employees are given an understanding of the roles of employers and employees take in creating a welcoming work environment;
3. Applicants and new hires are treated fairly and respectfully;
4. New employees are trained on policies during orientation;
5. Career advancement and job opportunities are equally available to all employees;
6. Communication and leadership training is provided to all managers for proper supervision of employees;
7. Language and behavior is monitored by managers to ensure a safe and positive work environment;
8. Behaviors that contribute to creating an unwelcoming environment are appropriately dealt with by managers; and
9. Open communication between all levels of employees and management is encouraged.

Library, Oregon State (OSL; 50 employees)

The OSL continues to carefully implement a well-researched cultural competency initiative which began in 2003. At that time, staff were recruited to help define and support an agency-wide **Cultural Competency Initiative** (CCI), and all staff were encouraged to participate in cultural education, training and discussion events that were sponsored by the library and other local agencies.

The OSL’s CCI currently informs staff training in diversity, prevention of harassment, promoting cultural competence in the workplace, and outreach to potential library users. The CCI helps the library focus more effectively on providing and promoting library services to Oregon’s diverse population, as well as providing a more welcoming environment for all employees.

All OSL staff are encouraged to attend additional outside **diversity workshops and cultural awareness events**, and required to participate in at least one diversity-related training and two of the following cultural competency activities:

1. Oregon Reads book group;
2. Family Gathering video screening;
3. Tribal Government Day video screening and community event;
4. Out on the Job video screening;
5. Invisible Diversity group discussion;
6. Poverty Simulation group game;
7. State Diversity conference;
8. Tribal Librarians conference;
9. *On Paper Wings* video screening; and
10. Cultural Competency Conversation.

Lottery, Oregon (459 employees)

The Lottery's commitment to staff training and development is reflected in the employment philosophy, which states, "Our **employees are our most important resource**. To achieve its mission the Lottery must attract, motivate, and retain a highly qualified and well-trained workforce." To meet individual and organizational performance goals, the Lottery continues to make ongoing investment in employee training and development.

Lottery utilizes an annual performance-review process, which provides valuable feedback related to an employee's accomplishments, and sets specific individual goals for the coming year. Each department within Lottery conducts regular staff meetings as well as individual one-on-one meetings. Managers meet quarterly; the executive team meets weekly. The director holds quarterly "brown bag" sessions to discuss topics of importance with all employees.

Lottery is the proud sponsor of many scholarships for minority students. During 2009 and 2010, Lottery provided **28 scholarships** at a number of different events.

As part of the management-performance goal related to recruitment and diversity, managers and supervisors are encouraged to attend the scholarship events, as well as others that are published on the Diversity Calendar (developed by the Department of Human Services).

Lottery launched its Diversity Initiatives in June 2009 with a cultural competency assessment. The Diversity Awareness Team, which was formed in 2009, is comprised of employees and managers, with staggered terms. The team is staffed by Human Resources Business Process Managers and reports to the director. It is committed to learning, educating, and advocating for a work environment that values and respects the differences of others. Its **vision is guided in its charter** as: "The Oregon Lottery values, appreciates and embraces the differences each employee brings to the organization. The Lottery is committed to promoting an inclusive culture,

free from discrimination, through fairness, opportunity and respect; enhancing the multi-cultural competence of all employees through diversity education programs; and increasing workforce diversity at all levels to develop and retain a multi-cultural environment.”

The Diversity Awareness Team has initiated various educational and social diversity activities. Team members have written articles about their ancestry for the monthly *E-Link* newsletter, taken on educational activities that reflect the monthly diversity topic for *E-Link* as well as the diversity-themed bulletin board, and they’ve developed a **PowerPoint presentation** for one of the Diversity Potlucks related to Women’s History Month. The Diversity Awareness Team undertook several fundraising activities, including selling bagels, flower baskets for Mother’s Day, and Lucky Employee parking spaces to support the various activities sponsored by the Diversity Awareness Team.

Pharmacy, Oregon Board of (OBOP; 35 employees)

OBOP has a comprehensive **policy statement** that includes a thorough complaint process and an open-door policy to encourage staff to discuss with the executive director any concerns or complaints. Recognizing that 15 percent of its staff (three employees) is eligible to retire within the next five years, the agency has pro-actively determined a **succession plan** to ensure a seamless transition. Upper-level managers are working to identify people who could move into these key roles.

In an effort to increase multicultural training and diversity and cultural competency within its staff and board members, OBOP has had several meetings with the Department of Human Services’ Office of Multicultural Health and Services to facilitate its agency’s knowledge and understanding of **cultural competency**. OBOP anticipates additional training during the 2011 – 2013 biennium.

Existing employees are encouraged to take advantage of cross-training and career-development opportunities. OBOP’s goal is to **retain its employees** by keeping them challenged and giving them room for growth. The agency’s small size requires more than one person knowing each position’s responsibilities, making it easier to promote from within when a position is vacated.

Police Department, Oregon State (OSP; 1,252 employees)

One of the strengths of this department is its practice of **promoting from within**, particularly women and people of color.

Newly promoted or hired supervisors participate in an eight-hour course focused on the laws, rules, and policies that guide day-to-day management of employees. Included in this training is a discussion on diversity and Affirmative Action, and the role supervisors play in recruitment and the investigative process when harassment claims are brought forward. All managers and supervisors are provided refresher classes on the Discrimination and Harassment-Free Workplace policy.

During the 2009 – 2011 biennium, a six-hour course was developed to assist managers in writing **effective performance evaluations**. This mandatory course provides supervisors with best

practices and tools in identifying employee potential. Employees receive annual evaluations, which include working with their supervisors to identify future goals and opportunities for development and growth.

A monthly **Leadership Forum** is held to share information from all divisions and departments. Executive and mid-level managers attend these meetings; that information is then shared with employees, which fosters communication and understanding within the agency.

OSP section managers currently are responsible for seeking out interns with the assistance of the Human Resources Services on an as-needed basis. From July 1, 2008, through June 30, 2010, there have been a total of 43 interns working across the state in various OSP offices: 28 interns in the Patrol Office; eight interns in Forensic Labs; and seven interns assisting the Training and Sworn Applicant Processing Section. The interns typically are students enrolled in criminal justice classes looking to pursue careers in law enforcement. The tasks assigned to the interns are administrative support in nature; however, they **expose the students** to the law enforcement environment and afford them opportunity to build relationships with troopers and other law enforcement personnel.

Public Safety Standards and Training, Department of (DPSST; 423 employees)

DPSST has a strong commitment to Affirmative Action, including strong leadership support and commitment to provide necessary resources, people and funding of new program initiatives. Employees are encouraged to further their knowledge and skills with the following training opportunities:

1. School-to-Work Programs: Creates a source of diverse applicants at community colleges and universities;
2. Opportunities for Advancement: Job rotations, special assignments, mentoring, and agency advancement opportunities; and
3. Quarterly Town Hall Meetings: Required attendance for all staff. Updates on agency budget and functions.

DPSST participates in an internship program with Corban University that consists of basic information technology help-desk duties and programming functions. Two former interns have been hired to full-time permanent positions from this program.

Revenue, Oregon Department of (DOR; 984 employees)

DOR's training plan for the 2011 – 2013 biennium reinforces the department's mission, vision and values, including respect for all the diverse communities of DOR and Oregon. These workshops assist employees in testing their assumptions, in understanding that everyone thinks differently and has a different communication style, and in being respectful of those differences.

All new employees are given training by the **Equal Employment Advisory Committee**, (EEAC) which also performs the following functions:

1. Act as a resource for managers and supervisors in accomplishing and understanding their Affirmative Action responsibilities;
2. Identify barriers to recruiting and hiring candidates from protected classes;
3. Analyze candidate pools and hiring decisions;
4. Communicate the agency's Affirmative Action Plan on a recurring basis by **posting the policy statement in visible places** (as per Executive Order 08-18), including it in recruitment ads and on the agency intranet, and sending agency-wide Affirmative Action-related mails;
5. Develop training opportunities to overcome resistance to Affirmative Action and equal employment; and
6. Investigate all harassment and discrimination complaints.

Employees receive annual performance evaluations, of which a part is the **Training and Development Plan**. These plans are developed collaboratively between managers and employees, based on the employee's personal goals.

DOR's succession plan, under development, will include a replacement list to identify candidates ready for promotion or other developmental opportunities at the present time as well as in the future. It will also include the development of assessment tools to understand employees' skill and experience level to facilitate skill-gap analysis and to identify the knowledge that is potentially at risk of loss.

DOR encourages the use of interns, and holds **Career Opportunities and Informational Sessions** (COINS) as public opportunities to learn about positions within the agency, tips on the application process, as well as a chance to "network" with department employees and managers. These sessions provide DOR the opportunity to recruit externally for open positions, but more importantly educate the community about the agency's values, including its commitment to diversity. Over the last year, the COINS committee has also begun planning for an Internal Career Fair, the goal of which is to ensure that DOR's work environment, specifically as it relates to new employees, is viewed as positive and inclusive.

DOR's **Workforce Environment Council** (WEC) is devoted to developing and sustaining a welcoming work environment in which employees have the opportunity to learn, grow, and be challenged. The council provides leadership and coordination to the agency's EEAC and to ensure its activities are in alignment with the agency's goals. The agency's Wellness Committee, Service Award Program, and Employee-Suggestion Program are some examples of the work of this council. The WEC also conducts an annual employee survey.

Secretary of State, Oregon (197 employees)

Each biennium, all staff attend mandatory training about maintaining a respectful workplace. This training focuses on statewide and agency policies regarding discrimination and harassment-free workplace. The 2009 workshop was expanded to include **zero-tolerance policies** on domestic violence, sexual assault and stalking, and workplace violence. New employees receive information in a one-on-one setting that covers agency expectations. The Affirmative Action Representative receives agency policies about inclusion, diversity, respectful workplace, and raising a concern. Managers receive additional training about how to support their staff, and their responsibilities in the reporting process.

Employees who are selected to be on an interview panel receive information about hiring best practices, avoiding discrimination in the interview process, and creating an open and welcoming environment, with the goal of attracting diverse new team members. Each division has identified key positions and identified individuals ready to potentially fill them. Employees are provided the opportunity for education and coaching to help attain these goals.

Managers receive additional training that spotlights best practices and reiterates the agency's commitment to valuing differences. In 2009, managers received training about position descriptions and performance evaluations. Management positions additionally require that managers respond promptly, and with **appropriate intervention**, to any situation that may create a hostile work environment.

The Human Resource Division participates in mock interviews and the **school-to-work program** at North Salem High School, providing students the opportunity to learn interview skills and on-the-job training. The Outreach Committee attends college career fairs throughout Oregon, including Portland State University, Oregon State University, Corban University, and Linfield College.

State Lands, Oregon Department of (DSL; 108 employees)

DSL's Diversity Committee takes an active role in **educating agency staff** about diversity issues. Its most ambitious project to date is a two-day mini-conference for all DSL staff. In September 2010, this mandatory training session covered three salient topics:

1. *Understanding Returning Veterans*: Hear from vets who have served in Asia and the Middle East about their challenges in returning to civilian life—finding jobs and reuniting with friends and families—and how DSL can help them transition;
2. *Committing to Diversity in Challenging Times*: Oregon State University's Director of Community and Diversity discusses global, national and local trends, and the context of diversity in America today; and
3. *Rural and Urban Perspectives*: Two Oregons? Much of DSL's work is in rural Oregon, yet most of the agency's staff live in an urban setting. Meet a statewide pollster, a Lake County rangeland lessee, a county commissioner, and a member of the Governor's Environmental Justice Task Force talk about differences—and similarities—in urban and rural citizens' values and lifestyles.

Student Assistance Commission, Oregon (OSAC; 36 employees)

Due to its small size and limited financial resources, OSAC has sought **creative solutions** for the need to provide staff training. The agency takes advantage of the courses available via the Department of Administrative Services' **iLearn** system to provide training for its employees. The following, and many others, are training courses available to state agencies free of charge:

1. *Occupational Safety and Health Division's (OSHA) "Safety and Health Management Basics"*: There are seven critical areas of a successful occupational safety and health program: top management commitment, accountability, employee involvement, safety committees, hazard identification and control, accident investigation, and continuous safety improvement.
2. *SAIF Corporation's "Managing Conflict in the Workplace"*: Conflict exists in every organization. While it is not possible to avoid all employee conflicts, there are ways to effectively manage situations. During this training, discussion on prevention strategies, the crisis cycle, and appropriate interventions.
3. *"Sustainability in the Workplace"*: This training provides an overview of the principles and concepts of sustainability, and a framework for additional learning and decision-making.

OSAC also plans to schedule the GAAO's "Addressing the Generational Mysteries in the Workplace" workshop in the near future. Job rotation and "work-out-of-class" special project assignments may be explored during the 2011 – 2013 biennium as a means of developing employees' skills.

Transportation, Oregon Department of (ODOT; 4,885 employees)

As part of a multi-pronged approach to increase diversity and workforce sustainability, a new course entitled "**Interviewing and Selecting Top Performers**" was launched in March 2010. The goals of this course:

1. Reduce employee turnover and the associated costs that can result from a poor hiring decision;
2. Increase workforce diversity;
3. Reduce time needed to achieve competency;
4. Improve job satisfaction and productivity for managers and their staff; and
5. Limit exposure to complaints and litigation that can result from a poor hiring decision.

"Interviewing and Selecting Top Performers" has three components:

1. Comprehensive Web-based reference guide;
2. Eight-hour class; and
3. Optional four-hour skill practice workshop.

The reference guide includes information about analyzing a job, building a diverse applicant pool, planning for and scheduling behavior-based interviews, conducting effective reference checks, and analyzing information from the entire selection process to make the best decision possible.

ODOT has created a new workshop, entitled “**People Skills.**” Participants use an assessment to identify their behavior style, and to consider why people approach work and relationships differently. Recognizing and understanding the strengths and limitations of each style is one of the keys to improving workplace productivity. “People Skills” also highlights how to adjust your own behavior to meet the needs of others with different behavior styles, in order to tap into their strengths and talents.

ODOT is an active co-sponsor, with the Department of Human Services, of an annual **Diversity Conference**. In 2009, ODOT added five sponsoring agencies, and increased the number and range of workshop offerings. Due to an increase in demand and popularity, the 2010 Diversity Conference was offered for two days instead of one (the second day was a repeat of the first day).

ODOT coordinates significant **internship opportunities**. The Summer College Engineering Trainee Internship Program and Graduate Engineering Program are long-standing programs geared toward hiring under-represented, up-and-coming students or graduates. ODOT has expanded its recruitment boundaries beyond Oregon, contacting 125 colleges and universities, and participating in more than 60 career events.

The College Internship Program (CIP) is designed to allow students matriculating through an accredited post-secondary program the opportunity to gain practical experience. In 2010, there were 413 applicants for the CIP, a 336-percent increase. In 2010, ODOT hired more than 60 interns from various colleges and universities from across the nation.

ODOT formed a partnership with the Federal Highway Administration to support the Summer Transportation Internship Program for Diverse Group. Interns gain work experience at ODOT, within its technical disciplines, and an opportunity to work on projects relevant to their academic programs.

ODOT’s **Workforce Development Program** is administered by its Office of Civil Rights (OCR). The program’s primary objective is to build a diverse and skilled construction workforce to support the needs of ODOT’s bridge and heavy highway projects, and to ensure equal-opportunity recruiting and in-depth career support for minority, women, low-income and disadvantaged workers. The diversity and number of apprenticeship opportunities, as well as the diversity of its candidates, have continued to increase since the program’s inception.

Water Resources Department, Oregon (WRD; 143 employees)

The Affirmative Action Representative attends monthly **Affirmative Action Workshops** in order to learn, share best practices and take advantage of the resources available in other agencies. The Affirmative Action Representative conducts awareness promotions throughout the year with displays in the Human Resources area and with emails to all staff.

Opportunities for advancement are available to employees through job rotation, special assignments, mentoring, and promotional advancement opportunities. WRD's succession plan affords employees the opportunity to participate in job rotation, special assignments, and mentorship, in preparation of advancement.

WRD holds a quarterly all-staff meeting that is recorded in Salem and distributed to field offices. Field offices also have a monthly staff meeting with all region staff.

Volunteers are provided a copy the Affirmative Action Policy, Harassment and Violence Free Workplace Policy and the Professional Workplace Policies. They are also required to take an online **computer security quiz** to protect the State's electronic system. An employee mentor is responsible for training and overseeing each volunteer. WRD's Internship Program provides students projects that are selected to provide a meaningful, real-life work experience related directly to their career goals and academic degrees.

WRD continues to maintain a presence in community schools, introducing students to natural resources activities that directly relate to science and mathematics early in their academics:

1. Career Awareness Days;
2. Outdoor School Activities;
3. Bring Your Child to Work Day;
4. Stream-Flow Measurements;
5. Well Inspections; and
6. School Presentations.

Watershed Enhancement Board, Oregon (OWEB; 48 employees)

The OWEB's Affirmative Action Representative attends the monthly GAAO workshops and conducts "**awareness promotions**," which are displayed in the kitchen area that celebrate a different diversity-related topic. The Affirmative Action Representative also sends monthly emails to their workforce that bring awareness and information about the Governor's proclamations and other multicultural events.

OWEB promotes the importance of a diverse, discrimination-free workplace—an agency that is inviting to visitors, applicants and current staff. OWEB's telephone line rings on four desks in an effort to have callers connect with a live person whenever possible. The office receptionist greets visitors in a pleasant, positive and respectful manner. OWEB staff are encouraged to **personalize their workspaces**, and birthdays are celebrated at monthly meetings, with refreshments provided by staff volunteers.

In addition to constantly exploring ways to **improve morale** on a regular basis, OWEB seeks to help relieve the anxiety that staff may feel about the State's economy and its resultant budget cuts and layoffs. OWEB is serious about employee-retention and promotion, and proudly **accommodates special needs** of valued employees. OWEB has two staff, trained in office ergonomics, who perform comfort and productivity assessments. These assessments have

resulted in staff receiving specialized computer equipment, chairs with lumbar support, changes to desk lighting, and adjustments to systems furniture.

Youth Authority, Oregon (OYA; 1,114 employees)

The Oregon **Juvenile Justice Training Academy** (OJJTA) is part of the OYA's Training and Development Unit. OJJTA plays an integral role in Oregon's juvenile justice system by providing a range of training and orientation services for state and county juvenile justice system workers. New and veteran corrections workers learn important safety, security, treatment, and leadership skills for working with today's youth offender population. OJJTA assists other state, county and local agencies with their training needs.

The OYA Instructor Development Course is offered to those seeking to build their skills as an instructor or group facilitator. OJJTA provides tools, tips and techniques to help build employee-training style. Training includes:

1. Fundamentals of Training;
2. Understanding Learning and Training Style;
3. The Multi-Generational Classroom; and
4. Video-Taped Practice Sessions with Feedback.

Oregon Youth Authority's (OYA) Office of Minority Services (OMS) exists to recognize the diversity within OYA's youth population and within OYA's staff. One of the agency's key goals is to ensure a culturally competent workforce. OMS helps guide OYA staff in addressing the array of personal and societal issues that face minority youth in the juvenile justice system. As a part of recognizing and celebrating diversity, OMS helps to coordinate a number of **special events** at OYA facilities:

1. Black History Month Assembly;
2. Cinco de Mayo Celebration;
3. Family Day;
4. Gospel Festival;
5. Sweatlodge/Pipe Ceremony and Powwow;
6. Asian Pacific/Islander Celebration; and
7. Multicultural Assembly.

At these events, youth, staff, and special guests present information; speeches; and music, spoken-word and dance performances to share the culture and traditions of the celebrated group.

Faces of Diversity

Victor Merced



“I am the director of **Oregon Housing and Community Services (OHCS)**, the state’s housing finance and anti-poverty agency. It’s an unusual hybrid—of the 50 Housing Finance Agencies in the nation, only four are similar to Oregon’s. We direct a lot of federal funding to Oregonians all across the state.

“I’ve been with OHCS for four years. Beginning in 1990, I served six years as Deputy Administrator for Adult Family Services. I feel that Affirmative Action currently isn’t front-page news. People have been, perhaps legitimately so, more involved in the wars and the economy. During the ‘90s, some of us in state government were making sure Affirmative Action was the in forefront of policy discussions, but right now, it’s not.

“However, I see Affirmative Action circling back under the ‘social equity’ banner. I do hear conversations about whether disenfranchised populations are getting a proportionate share of resources. People are recognizing that I, and we at OHCS, hold those values important in the agency. We’re doing a better job of incorporating our efforts in rural and metro areas, and we’re more cognizant of those investments.

“I’ve been thinking lately about how far this country has come. We’ve gone from a country that’s promoted slavery to having an African American president—that’s a long journey. That said, I still think there are tools to keep the playing field level, and Affirmative Action is one of those tools. Other important tools are education; supporting investment in the local community; and training, mentoring, and promoting individuals in the workplace. I hope, like everybody does, that someday there will no longer be a need for Affirmative Action, but the journey hasn’t ended yet.

“I think it’s important, once the state’s economy starts to stabilize, that we continue to reinforce the idea that the equitable distribution of resources is important, and that all folks have the opportunity to achieve and to move Oregon and the United States forward. I hope that Affirmative Action doesn’t remain relegated to the back pages.”

Elizabeth Harchenko



“As the director of the **Oregon Department of Revenue**, I have a vested interest in keeping my agency working at its peak efficacy, both on the ground and behind the scenes. The mission I share with my thousand-person agency is to make tax systems work to fund services for Oregonians. We recognize the need for staff who have a wide variety of backgrounds and experiences, since we work with just about everyone in the state as we administer tax programs.

“I understand Affirmative Action to be the positive steps we take each day to ensure that we recruit, hire, and retain talented and skilled employees who reflect the diversity of our state. I have benefitted from the affirmative actions taken by others to open

doors to women in the legal profession, which was still very much male-dominant when I started law school.

“Affirmative Action helps our agency achieve one of our strategic goals—to recruit and retain a talented, forward-looking workforce.”

Dick Pedersen



“As director of the **Department of Environmental Quality (DEQ)**, I oversee the Agency whose mission it is to be a leader in restoring, maintaining and enhancing the quality of Oregonians’ air, water and land. We have satellite offices across the state, which is divided into three regions, each with its own administrator. We have been a decentralized agency for about 15 years, with the purpose of having high-level decision-making in the field. This enhances our ability make quality-of-life decisions considering all Oregonians.

“I was recently talking with a friend of mine, who is Latina, about the changing demographics of Oregon—particularly how the Hispanic population is on its way to becoming a majority. We thought about what this means for DEQ: how we engage with this population, how our decisions reflect our mission to serve all Oregonians, and our public perception as an open and receptive agency.

“One of the challenges in changing the face of DEQ is that we’re a science-based organization; the pool to draw upon has been fairly limited in terms of diversity. It’s a reality that we deal with and try to overcome. When we are able to hire a person of color, they walk into an office that is mostly white people. Recognizing this, it is a priority for DEQ to work on cultural competency, to make people feel welcome.

“I make a point of talking at universities and high schools, trying to get students interested in this business, and stressing the importance of public service. I tell them, ‘This is a great place to have a career.’

“Environmental justice is a high priority for DEQ: we are actively working with Portland State University and local communities to do demographics mapping that will help with decision-making. For example, if someone applies for an air-quality permit in southeast Portland, we value public comments and input. But, how do we let local residents know we are looking for comments? It is our responsibility to reach out to Oregonians in a meaningful way, so they can be involved in making decisions that affect them where they live.

“Numbers have nothing to do with Affirmative Action. They have been used as a benchmark for success, but they’re not satisfying. ‘Affirmative Action’ is the ability of an agency to reflect the values of all Oregonians. To me, that’s understanding and engaging different cultures in different parts of Oregon. We need to ask ourselves, ‘Are we willing to listen to people; work with them; modify our behavior according to their needs?’ There is diversity in Oregon, and our agency needs to reflect that—in our staff and in how we work with others.

We’re an agency of people, not issues. People get things done. They reflect the values of the agency. The executive team and I work on the health of the organization, so we can practice all our values, including diversity.

Joseph Hesting



“I am the Affirmative Action Officer for the **Department of Human Services/Oregon Health Authority**. DHS/OHA is the state’s largest agency, which employs more than 10,000 people, nearly 20 percent of whom are people of color. I work closely with Human Resources colleagues and the Diversity Coordinator to foster a welcoming environment for our employees and clients.

“As a person with significant disabilities, I have seen Affirmative Action used as a strategy to help DHS/OHA move from rhetoric to concrete action. I have received what are known as “reasonable accommodations,” such as a modified schedule, specialized office furniture, restructured assignments that allow me to work from home when necessary, and a policy modification that allows me to travel more effectively.

“Over the course of my career in DHS, Oregon’s demographics have changed, making the role of Affirmative Action even more important. The multicultural “new face” of Oregon requires us to develop a workforce that has the ability to communicate and influence change in the lives of our clients, who come to Oregon from all over the globe. In our field offices, where most direct contact with the public occurs, the business case for hiring and developing culturally competent employees is readily apparent. Affirmative Action is one of the tools we use to accomplish this.

“However, the job is still not done. Discrimination unfortunately doesn’t simply go away. The diversity of the work environment can appear to be improving but any kind of stressor, like an economic downturn or a natural disaster, can cause employment inequities to reappear. I think we owe it to those who have given their lives in the struggle for equality to continue to take positive steps to ensure employment opportunity for all, now and in the future.”

Sid Moore



“I’ve been doing Affirmative Action work since I graduated from the University of Oregon’s School of Law in 1998. I joined the **Department of Environmental Quality (DEQ)** Human Resources department as an analyst in March 2007.

“To me, the Affirmative Action Plan is a jumping-off point, a ‘what do we look like’ snapshot. Our improvement process is organic—the ideas that end up in DEQ’s plan, as far as goals, are things I get from staff and managers, things that are in the front of people’s minds. We use the plan as a measuring tool, but temper the numbers with reality. It would be easy to get disheartened if we just relied on the numbers, because in order to change them significantly we would need to hire more people, and from a budget standpoint we can’t do that. So, we have to do other things to prepare the agency for our next opportunity to recruit for true diversity. Inside DEQ, managers and staff are tuned into diversity issues through seminars and through changing the way we look at some of our work. For instance, our Environmental Justice work looks at disadvantaged communities and tries to find ways to connect with them to help them understand the environmental challenges they are facing.

“The science disciplines don’t have as many people of color in them. What we need to realize is that we can do something about that. We can’t change it tomorrow, but we have an opportunity to lay that groundwork, to look three biennia down the road. We need to go into the schools, even elementary schools—catch kids early. We need to show them what’s cool about being an engineer, or a chemist, or that they can develop leadership skills. We also need to look at our idea of what makes a good manager, maybe recruit masters in public administration as well as scientists and engineers.

“DEQ’s executive team has made it clear that diversity is an agency priority, part of our mission. The State of Oregon wants to be the ‘Employer of Choice,’ and DEQ wants to be the ‘Employer of Choice’ within the State. We are taking steps to make the climate here so exceptional, people will be beating down our doors to work here.”

Reports/Data

Data that identify the composition of the State of Oregon's employees and tracking claims from the Department of Administrative Services (DAS)/Risk Management both help to provide a framework on which to hang stories of agency successes and best practices. The following are some of the reports used by the Governor's Affirmative Action Office (GAAO) to evaluate, make recommendations, and share best practices with agencies so that they may design and implement strategies that will propel values of equity and inclusion.

1. Bureau of Labor and Industries (BOLI) Employment Discrimination Claims: Shows the number of discrimination claims filed against state agencies (Page 46);
2. Direct Appointments (report from DAS): Identifies women, people of color, and people with disabilities who are appointed in key positions in state government (Page 47);
3. Statewide Exit Interview Survey: On-line survey that covers such issues as benefits, working conditions, opportunities for career advancement, the quality and quantity of the workload, and relationships with co-workers and supervisors (Pages 48 and 49);
4. Retirement Data (report from DAS): Identifies agencies that have potentially retiring worker/s over the coming five years, in order to assess the agency's succession plan (Pages 50 and 51);
5. Trial Service/Retention Data (report from DAS): Tracks employees who are removed from service before the end of their six-month trial period, most without previous warning about performance issues (Page 52); and
6. DAS/Risk Management: Reveals the fiscal impact of discrimination claims on the state. DAS/Risk Management prepared the charts (Pages 53 – 56) to highlight claim patterns from 2003 to 2009. Only closed-claims data is used.

Bureau of Labor and Industries Employment Discrimination Claims

From 07/01/00 Through 06/30/10

From 07/01/00 Through 06/30/10	Age	Disability	Familial Status	Gender Identity	Marital Status	National Origin	Race Color	Religion	Retaliation	Sex (Gender)	Sex Harrs.	Sex Orient.	Veteran's Pref.
Administrative Services, Dept. of		2					1					1	
Community College and Workforce Dev.	1	1							1	1			
Consumer And Bus Srvcs, Dept. of		1											
Corrections, Dept. of	6	8			1		10		2	6	3	1	
Eastern Oregon University	1												
Economic & Community Dev Dept.		1											
Education, Dept. of	1	1											
Employment Dept.	1	4											
Environmental Quality, Dept. of		3								1		1	
Fish & Wildlife, Oregon Dept. of	4	2								2			
Forestry, Dept. of		1								1			
Health Licensing Agency, Oregon		1											
Housing and Community Services, Dept. of		1					1						
Human Services, Department of	4	17			1	1	9		3	5	1	1	1
Justice, Department of	2	1				1	1			1		1	
Labor & Industries, Bureau of		1					1						
Lands, Department of State							1						
Liquor Control Commission									2	2			
Lottery, Oregon State		1					1			1			
Military Department, Oregon										2			
Oregon State University	2	4				1	3		3		1		
Parks & Recreation Department, Oregon	4	1								1			
Police, Oregon State	2	2				1	2			1			
Portland State University	1									1			
Public Employees Retirement System		2							1				
Public Safety Standards and Training, Dept.		1					1						
Revenue, Oregon Dept. of	1	1					1		1				
Transportation, Oregon Dept. of	11	8	2				3		1	1			
University of Oregon	1	2				1	3						
Veterans' Affairs, Oregon Dept. of							1		1	2			
Water Resources Department, Oregon		1											
Western Oregon University										1			
Youth Authority, Oregon		2					1					1	
Total Employment Discrimination Claims	42	71	2	0	2	5	40	0	15	29	6	6	1

Source: Bureau of Labor and Industries (BOLI)

Direct Appointments
Directors/Managers/Supervisors
Gender, Ethnicity, and People with Disabilities

OAR 105-040-0001 - Direct Appointment

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

Category	From 07/01/03 to 06/30/04	From 07/01/04 to 06/30/05	From 07/01/05 to 06/30/06	From 07/01/06 to 06/30/07	From 07/01/07 to 06/30/08	From 07/01/08 to 06/30/09	From 07/01/09 to 06/30/10
Asian/Pacific Islander	1	2	2	3	1	1	5
Black/African American	2	1	5	1	1	-	6
Hispanic	2	2	-	4	3	3	6
Native American	1	2	-	-	-	-	-
White/Caucasian	109	74	94	57	92	57	87
Decline	-	-	-	-	-	-	1
Total Direct Appointments	115	81	101	65	97	61	105

Category	From 07/01/03 to 06/30/04	From 07/01/04 to 06/30/05	From 07/01/05 to 06/30/06	From 07/01/06 to 06/30/07	From 07/01/07 to 06/30/08	From 07/01/08 to 06/30/09	From 07/01/09 to 06/30/10
Disability	2	1	2	2	1	1	4
Female (all)	49	41	52	31	45	27	55
Male (all)	66	40	49	35	53	37	50

Source: Department of Administrative Services

Statewide Exit Interview Survey
January 1, 2007 to June 30, 2010

The following summarizes the responses from 1,677 respondents that participated in the exit interview process.

1. Positive Feedback

- a. Work Climate – Several agencies received positive comments about their work climate. The following are some examples of what is working with these agencies:
 - i. Communication – A number of managers and supervisors have an “open door” policy, and are able to resolve conflicts because they understand that they need to be part of the solution.
 - ii. Leadership – A number of managers and supervisors are taking initiatives in the employee’s career development by offering training opportunities for front-line employees to learn and improve their job skills through job rotation.

2. Negative Feedback

- a. Work Climate – A great number of exiting employees stated there is lack of mentorship and respect for front-line employees. There is a lack of disciplinary actions for employees who behave badly. It is frequently mentioned that they feel overworked, stressed, overwhelmed, underpaid, and unappreciated by their managers.
- b. Communication – It is often mentioned that top management, managers and supervisors need to share more important information that will help employees do their jobs better, such as working with front-line employees when creating policies and procedures. Many of the procedures and expectations are perceived to be unrealistic or unnecessary, which creates a frustrating environment in which to work.
- c. Conflict Resolution – Numerous exiting employees mentioned that managers and supervisors need to receive training on conflict resolution training so they can effectively address problems within their unit.
- d. Leadership – It is frequently mentioned by exiting employees they would like to see strong support from management; they want to feel that they matter and that they can come to their managers and supervisors to share their concerns without the threat of termination or retaliation.
- e. Safety – A handful of safety issues were also mentioned, especially from those who worked in the field. Employees want management to address these matters.
- f. “Employer of Choice” – It is important to mention that many would recommend employment with their agency to friends and family. However, some employees feel that they would not because of the lack of leadership and mentorship available to employees.

- g. Commuting – Quite a few mentioned they wanted a shorter commute to work.
 - h. Expectations – A handful of employees mentioned that management is disconnected from front-line staff, and it is often difficult for front-line staff to obey policies when no explanation is provided.
- 3. Performance Evaluation** – The following are some of the comments from employees who took part in the exit interview:
- a. They would like the performance evaluation form and process to be improved, with employees being part of the process.
 - b. The questionnaire on the form needs substantive criticism, which would give them the information needed to improve their skills and allow for professional development.
 - c. Performance evaluations should be performed in a timely manner each year.
 - d. Managers need to know the job description/duties of the employee before they give him/her a performance evaluation.
 - e. Employees would like to see mentoring, coaching, and training to be implemented after a poor evaluation.
- 4. Accountability** – Quite a few employees want to see more accountability of managers and supervisors, especially those in top management.
- 5. Career/Professional Development** – It is frequently mentioned that employees would like to see more career-development opportunities and training in order to improve their knowledge and skills.
- 6. Compensation** – Employees mentioned they would like to see some improvement in the compensation, particularly positions that require an academic degree.

Retirement Data

Employees Eligible to Retire in Year 2010, 2011, 2012, 2013, 2014
(Excludes Judicial, Lottery, Legislative Branches, Temporary and board members)

AGENCY	Eligible Retirement Per Year				
	2010	2011	2012	2013	2014
ACCOUNTANCY, OREGON BOARD OF	1				
ADMINISTRATIVE SRVCS, DEPT OF	41	36	26	37	25
ADVOCACY COMMISSIONS OFFICE, O			1		
AGRICULTURE, DEPT OF	15	12	19	12	22
AVIATION, DEPARTMENT OF	1				1
BLIND, COMMISSION FOR THE	3	3	2	4	2
CHILDREN & FAMILIES COMMISSION	2		2	1	
CHIROPRACTIC EXAMINERS, BRD OF		1			
COMM COLL/WRKFRCE DEV, DEPT OF	3	3	5		
CONSTRUCTION CONTRACTORS BOARD	1	4	2	9	4
CONSUMER AND BUS SRVCS, DEPT O	24	39	30	38	34
CORRECTIONS, DEPT OF	139	131	122	135	153
COUNSELORS & THERAPIST BRD			1		
DISTRICT ATTORNEYS/DEPUTIES	2	3	1		1
ECONOMIC & COMMUNITY DEV DEPT	4	4	4	5	6
EDUCATION, DEPT OF	19	24	23	13	20
EMPLOYMENT DEPT	65	42	49	37	34
EMPLOYMENT RELATIONS BOARD	1	2			1
ENERGY, DEPARTMENT OF		1	3	6	4
ENVIRONMENTAL QUALITY, DEPT OF	25	28	27	27	23
FISH & WILDLIFE, DEPT OF	28	42	38	31	25
FORESTRY, DEPT OF	26	23	28	15	20
GEOLOGY & MINERAL IND, DEPT OF	1	1	2		4
GOVERNOR, OFFICE OF THE	5	1	2	1	2
HOUSING & COMM SRVCS, DEPT OF	4	3	13	4	5
HUMAN SERVICES, DEPARTMENT OF	276	306	261	257	282
JUSTICE, DEPARTMENT OF	33	43	47	35	41
LABOR & INDUSTRIES, BUREAU OF	3	2	6	2	3
LAND CONSERV & DEV, DEPT OF	3	4	4	3	
LANDS, DEPARTMENT OF STATE	3	3	4	3	1
LIBRARY, OREGON STATE	3	1	3	1	1
LIQUOR CONTROL COMMISSION	9	9	8	5	8
LONG TERM CARE OMBUDSMAN	1	1			2
MARINE BOARD	1	1		2	1
MILITARY, DEPT OF	18	14	9	17	16
MORTUARY AND CEMETERY BOARD			1		1
NATUROPATHIC EXAMINERS	1				
NURSING, BOARD OF	1	1	2	1	3
OR HEALTH LICENSING AGENCY	2			1	1
OREGON MEDICAL BOARD	1	1	3	3	1
PARKS & RECREATION, DEPT OF	21	15	18	13	16
PAROLE/POST PRISON SUPV, BRD O				1	

Continued - Retirement Data

Employees Eligible to Retire in Year 2010, 2011, 2012, 2013, 2014
(Excludes Judicial, Lottery, Legislative Branches, Temporary and board members)

AGENCY	Eligible Retirement Per Year				
	2010	2011	2012	2013	2014
PRIVATE HEALTH PARTNERSHIPS	1			1	1
PSYCHIATRIC SECURITY REVIEW BR			1		
PSYCHOLOGISTS EXAMINERS BRD					1
PUBLIC EMPS RETIREMENT SYSTEM	12	11	12	13	14
PUBLIC SAFETY STANDARDS & TRNG	17	7	13	11	14
PUBLIC UTILITY COMMISSION	4	3	4	8	
RACING COMMISSION	1			1	
RADIOLOGIC TECHNOLOGY, BOARD		1			
REAL ESTATE AGENCY		1	3		2
REVENUE, DEPARTMENT OF	31	30	43	29	28
SECRETARY OF STATE	8	7	6	3	8
STUDENT ASSISTANCE COMMISSION		2	1	1	4
TAX PRACTITIONERS, ST BRD OF	1				
TEACHER STANDARDS & PRACTICES	1	1			2
TEACHER STANDARDS & PRACTICES Total					
TRANSPORTATION, DEPT OF	180	138	160	156	182
TREASURY, OREGON STATE	4	5	5	5	3
VETERANS' AFFAIRS, DEPT OF	3	4		4	2
VETERINARY MED EXAMINING BRD		1			
WATER RESOURCES, DEPT OF	8	4	8	1	6
WATERSHED ENHANCEMENT BOARD	1			3	2
YOUTH AUTHORITY, OREGON	30	32	39	25	34
TOTAL Number of Employees Eligible to Retire	3098	3062	3073	2993	3080

Source: Department of Administrative Services, HRSD

Trial Service/Retention Data

From FY 2000 - FY 2010

Trial Service Period: Policy 40.065.01

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

Trial Service/Retention	FY 2000			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	762	95%	35	727
Female	1,306	95%	66	1,240
Race (People of Color)	273	38%	168	105
People with Disabilities (Self-identified)	68	91%	6	62

Trial Service/Retention	FY 2001			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	995	97%	30	965
Female	1,699	97%	52	1,647
Race (People of Color)	380	97%	11	369
People with Disabilities (Self-identified)	75	97%	2	73

Trial Service/Retention	FY 2002			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	793	95%	39	754
Female	1,209	94%	70	1,139
Race (People of Color)	288	95%	15	273
People with Disabilities (Self-identified)	41	93%	3	38

Trial Service/Retention	FY 2003			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	839	97%	24	815
Female	1,323	96%	55	1,268
Race (People of Color)	353	94%	22	331
People with Disabilities (Self-identified)	55	95%	3	52

Trial Service/Retention	FY 2004			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	930	95%	43	887
Female	1,623	94%	90	1,533
Race (People of Color)	378	92%	31	347
People with Disabilities (Self-identified)	64	84%	10	54

Trial Service/Retention	FY 2005			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1,115	96%	44	1,071
Female	1,813	94%	102	1,711
Race (People of Color)	404	94%	23	381
People with Disabilities (Self-identified)	49	94%	3	46

Trial Service/Retention	FY 2006			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	775	94%	48	727
Female	1,201	92%	92	1,109
Race (People of Color)	292	90%	28	264
People with Disabilities (Self-identified)	43	95%	2	41

Trial Service/Retention	FY 2007			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1,099	96%	49	1,050
Female	1,797	94%	101	1,696
Race (People of Color)	473	94%	28	445
People with Disabilities (Self-identified)	41	88%	5	36

Trial Service/Retention	FY 2008			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1,445	89%	155	1,290
Female	2,278	89%	259	2,019
Race (People of Color)	584	85%	89	495
People with Disabilities (Self-identified)	66	92%	5	61

Trial Service/Retention	FY 2009			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1,038	89%	117	921
Female	1,676	88%	204	1,472
Race (People of Color)	416	89%	47	369
People with Disabilities (Self-identified)	35	86%	5	30

Trial Service/Retention	FY 2010			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	2,927	96%	111	2,816
Female	3,012	95%	151	2,861
Race (People of Color)	807	93%	53	754
People with Disabilities (Self-identified)	1	0%	1	-

Source: Oregon Department of Administrative Services, HRSD

DAS/Risk Management Data

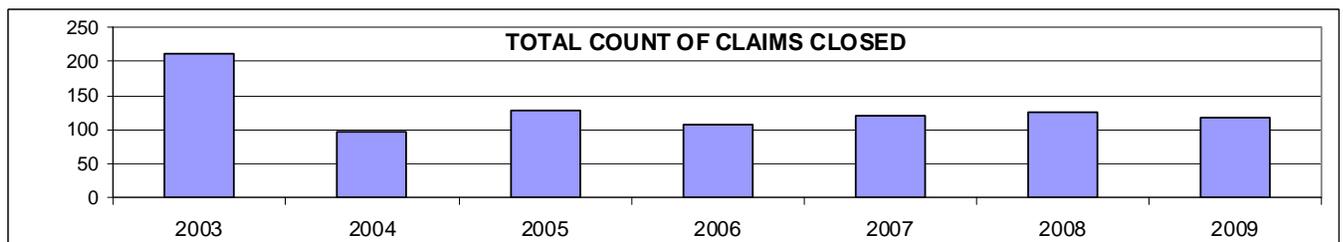
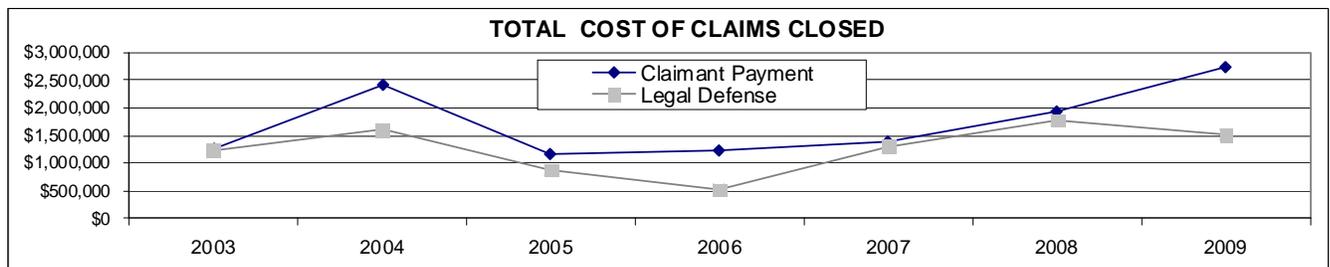
Currently, DAS/Risk Management's database is limited to capturing one code per claim. This may not provide a complete picture, since multiple allegations are often made in a claim. The charts on this page include all discrimination allegations against the state, and are not limited to employment claims.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

Claims Closed during Fiscal Years 2003-2009

Fiscal Year	Age Discrimination				Disability Discrimination				Injured Worker Discrimination			
	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total
2003	9	0	6,166	6,166	41	23,800	280,466	304,266	11	110,831	15,371	126,202
2004	5	9,000	82,694	91,694	23	28,756	463,150	491,906	3	17,500	5,592	23,092
2005	5	25,000	39,215	64,215	24	221,628	95,831	317,460	10	101,000	108,392	209,392
2006	3	0	0	0	24	49,210	135,483	184,693	4	55,000	0	55,000
2007	5	351,795	375,558	727,354	20	216,071	158,217	374,287	3	0	20,298	20,298
2008	6	15,000	33,256	48,256	22	90,630	188,582	279,212	6	40,000	82,970	122,970
2009	9	425,500	303,928	729,428	23	431,511	184,562	616,073	6	17,000	104,825	121,825

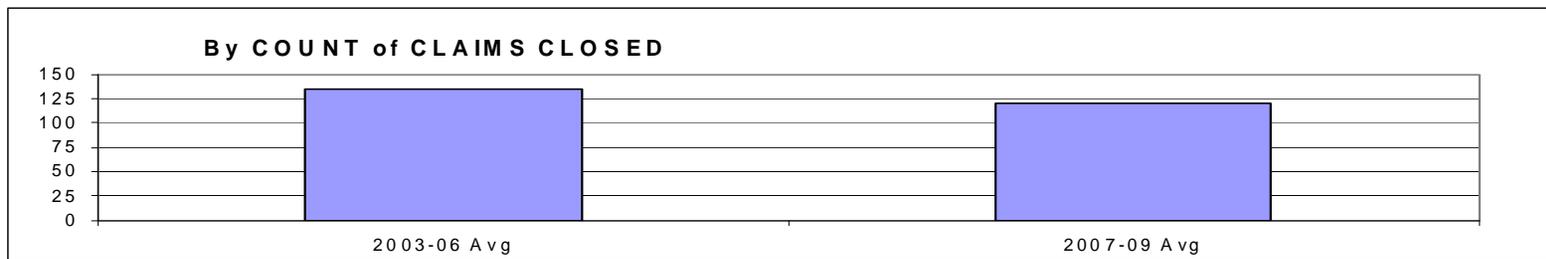
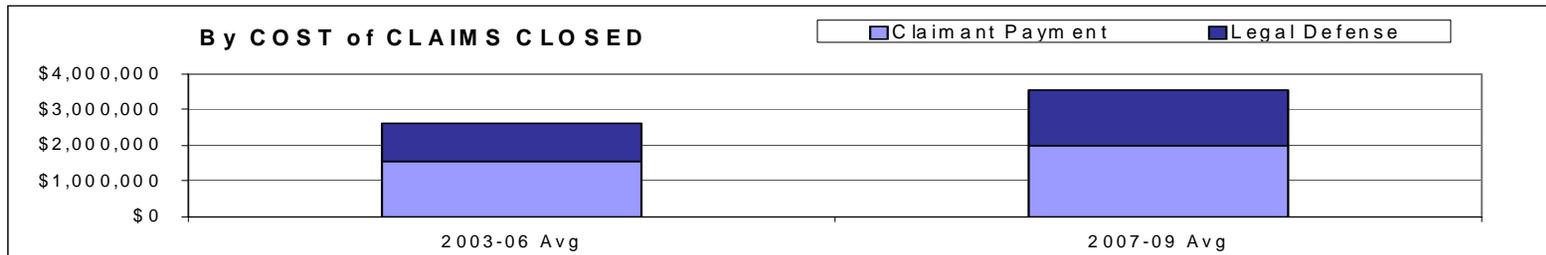
Fiscal Year	Race, National Origin, Color Discr.				Religious Discrimination				Retaliation			
	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total
2003	25	78,625	332,028	410,654	12	0	25,992	25,992	61	300,587	561,800	862,387
2004	21	586,301	193,076	779,377	9	6,307	67,182	73,489	20	1,155,000	316,996	1,471,996
2005	16	43,084	273,016	316,100	10	8,500	95,552	104,052	26	275,570	223,285	498,855
2006	20	485,000	177,782	662,782	10	0	12,342	12,342	24	35,129	42,723	77,852
2007	16	100,000	61,045	161,045	15	850	24,967	25,817	36	435,500	373,408	808,908
2008	18	17,000	119,497	136,497	6	0	18,262	18,262	42	1,184,840	555,493	1,740,333
2009	22	685,500	222,453	907,953	6	25,500	20,512	46,012	38	799,500	556,871	1,356,371

Fiscal Year	Sex Discrimination				Sexual Harassment				TOTAL CLAIMS by FISCAL YEAR			
	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total
2003	13	0	20,412	20,412	39	749,750	-	749,750	211	1,263,594	1,242,235	2,505,828
2004	10	426,387	371,356	797,743	6	199,250	102,036	301,286	97	2,428,501	1,602,081	4,030,582
2005	14	29,500	13,803	43,303	22	473,500	38,347	511,847	127	1,177,782	887,442	2,065,225
2006	9	133,586	85,481	219,067	13	473,500	68,187	541,687	107	1,231,425	521,998	1,753,423
2007	16	183,750	127,808	311,558	10	89,000	162,977	251,977	121	1,376,966	1,304,278	2,681,244
2008	10	9,000	302,226	311,226	15	575,000	476,812	1,051,812	125	1,931,470	1,777,098	3,708,568
2009	5	167,000	45,289	212,289	8	174,167	65,523	239,690	117	2,725,677	1,503,964	4,229,641
									905	12,135,416	8,839,094	20,974,510



A. COST SUMMARY by CAUSE of Claims Closed During Fiscal Years 2003-2009

Fiscal Year	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total
Age Discrimination												
2003-06 Avg	5.5	8,500	32,019	40,519	28.0	80,849	243,732	324,581	7.0	71,083	32,339	103,421
2007	5	351,795	375,558	727,354	20	216,071	158,217	374,287	3	0	20,298	20,298
2008	6	15,000	33,256	48,256	22	90,630	188,582	279,212	6	40,000	82,970	122,970
2009	9	425,500	303,928	729,428	23	431,511	184,562	616,073	6	17,000	104,825	121,825
2007-09 Avg	6.7	264,098	237,581	501,679	21.7	246,071	177,120	423,191	5.0	19,000	69,364	88,364
Disability Discrimination												
2003-06 Avg	20.5	298,253	243,976	542,228	10.3	3,702	50,267	53,969	32.8	441,572	286,201	727,773
2007	16	100,000	61,045	161,045	15	850	24,967	25,817	36	435,500	373,408	808,908
2008	18	17,000	119,497	136,497	6	0	18,262	18,262	42	1,184,840	555,493	1,740,333
2009	22	685,500	222,453	907,953	6	25,500	20,512	46,012	38	799,500	556,871	1,356,371
2007-09 Avg	18.7	267,500	134,332	401,832	9.0	8,783	21,247	30,030	38.7	806,613	495,258	1,301,871
Injured Worker Discrimination												
Race, National Origin, Color Discr.												
Religious Discrimination												
Retaliation												
Sex Discrimination												
Sexual Harassment												
TOTAL CLAIMS												
2003-06 Avg	11.5	147,368	122,763	270,131	20	474,000	52,143	526,143	135.5	1,525,326	1,063,439	2,588,764
2007	16	183,750	127,808	311,558	10	89,000	162,977	251,977	121	1,376,966	1,304,278	2,681,244
2008	10	9,000	302,226	311,226	15	575,000	476,812	1,051,812	125	1,931,470	1,777,098	3,708,568
2009	5	167,000	45,289	212,289	8	174,167	65,523	239,690	117	2,725,677	1,503,964	4,229,641
2007-09 Avg	10.3	119,917	158,441	278,358	11.0	279,389	235,104	514,493	121	2,011,371	1,528,446	3,539,818

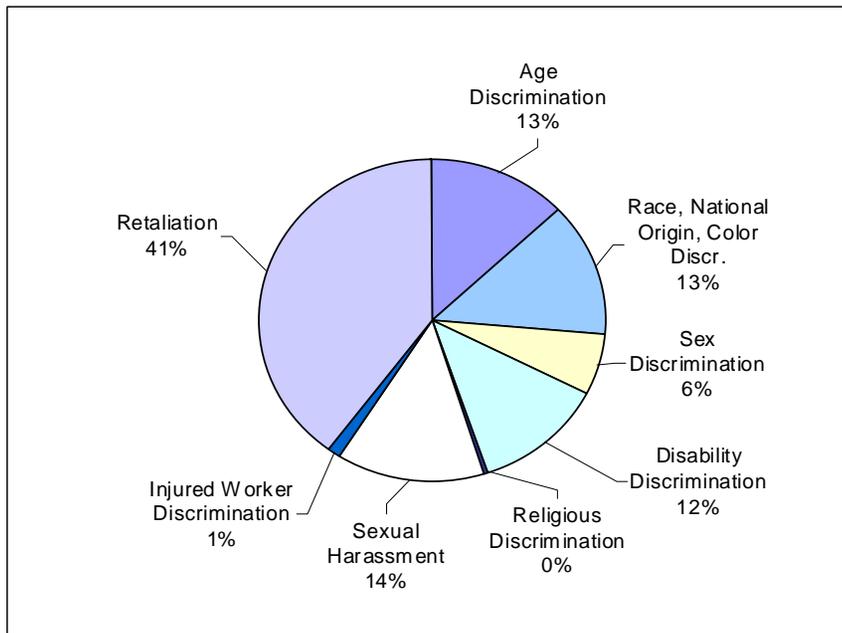


Description: Data is shown by eight cause types. Annual averages of Fiscal Years 2007 – 2009 are compared to the average of the previous four fiscal years. The total average annual number of claims closed during Fiscal Years 2007 – 2009 decreased by 11 percent, from 136 to 117 claims. Though the annual average number decreased, the annual average costs increased by 37 percent, from \$2.59 million to \$3.54 million. Legal defense costs increased by 44 percent. *Note: “Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim.”*

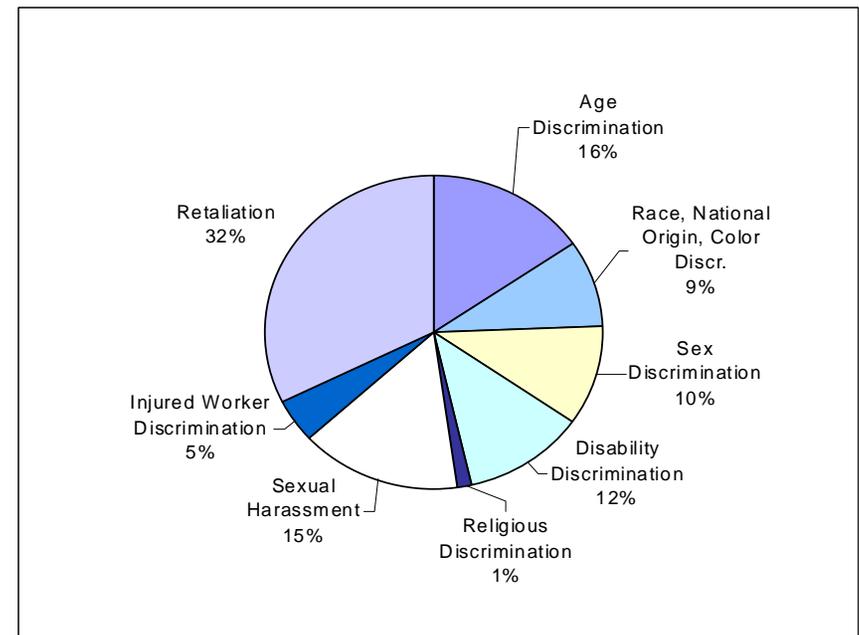
B. COST SUMMARY by CAUSE of Claims Closed During Fiscal Years 2007-2009

Fiscal Year	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total
2007-2009	Age Discrimination				Disability Discrimination				Injured Worker Discrimination			
	20	792,295	712,742	1,505,037	65	738,212	531,361	1,269,573	15	57,000	208,093	265,093
	Race, National Origin, Color Discr.				Religious Discrimination				Retaliation			
2007-2009	56	802,500	402,995	1,205,495	27	26,350	63,740	90,090	116	2,419,840	1,485,773	3,905,613
2007-2009	Sex Discrimination				Sexual Harassment				TOTAL CLAIMS			
	31	359,750	475,323	835,073	33	838,167	705,312	1,543,479	363	6,034,114	4,585,339	10,619,453

Cost of Claimant Payments - 57%



Cost of Legal Defense - 43%



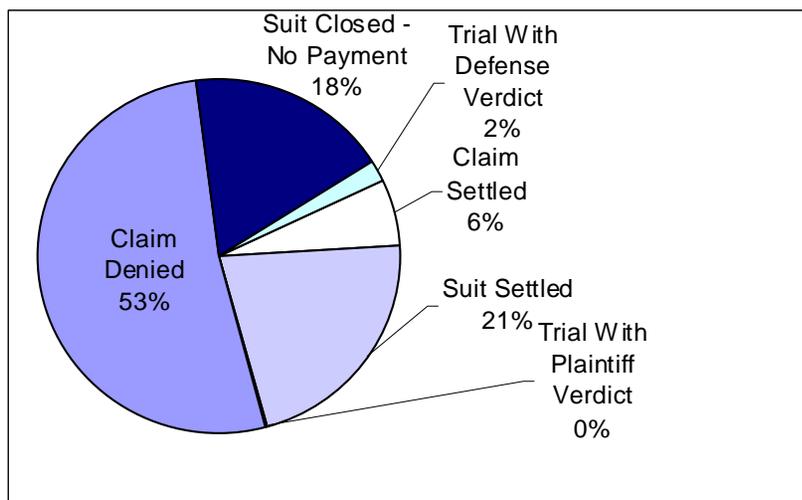
Description: The data is shown by eight cause types. The cost of claims closed during Fiscal Years 2007 – 2009 is \$10.6 million. Of this amount, \$6.0 million (57 percent) consisted of payments to claimants. Another \$4.6 million (43 percent) was spent on legal defense costs. *Note: “Current data is limited to capturing one code per claim, which may not provide a complete picture since multiple allegations are often made in a claim.”*

C. Discrimination Claim Outcomes

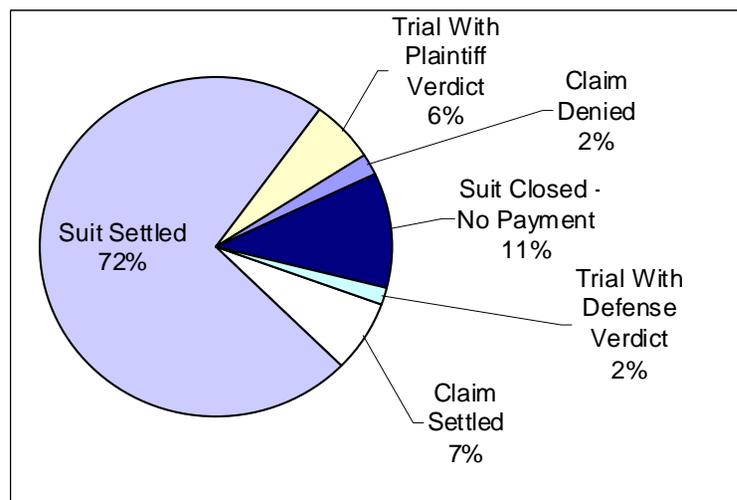
Claims Closed During Fiscal Years 2007-2009

	Claim Count	Claimant Payment	Legal Defense	TOTAL COST
Payments to Claimant				
Claim Settled	22	\$ 663,453	\$ 49,417	\$ 712,870
Suit Settled	78	\$ 5,063,866	\$ 2,680,935	\$ 7,744,801
Trial With Plaintiff Verdict	1	\$ 306,795	\$ 315,783	\$ 622,578
Subtotal	101	\$ 6,034,114	\$ 3,046,135	\$ 9,080,249
No Payments to Claimant				
Claim Denied	189	\$ -	\$ 199,547	\$ 199,547
Suit Closed - No Payment	66	\$ -	\$ 1,156,214	\$ 1,156,214
Trial With Defense Verdict	7	\$ -	\$ 183,443	\$ 183,443
Subtotal	262	\$ -	\$ 1,539,204	\$ 1,539,204
TOTAL	363	\$ 6,034,114	\$ 4,585,339	\$ 10,619,453

Cost by Claim Outcome



Number by Claim Outcome



Description: The data is shown by type of claim outcome. Most allegations do not result in payment to the claimant although there may be some legal defense costs incurred. Of claims closed during Fiscal Years 2007 – 2009, only 27 percent settled with payment to the claimant. The majority of these (99+%) were settled before trial. Of the eight 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.”*

Equal Employment Opportunity Data

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

EEO Job Categories

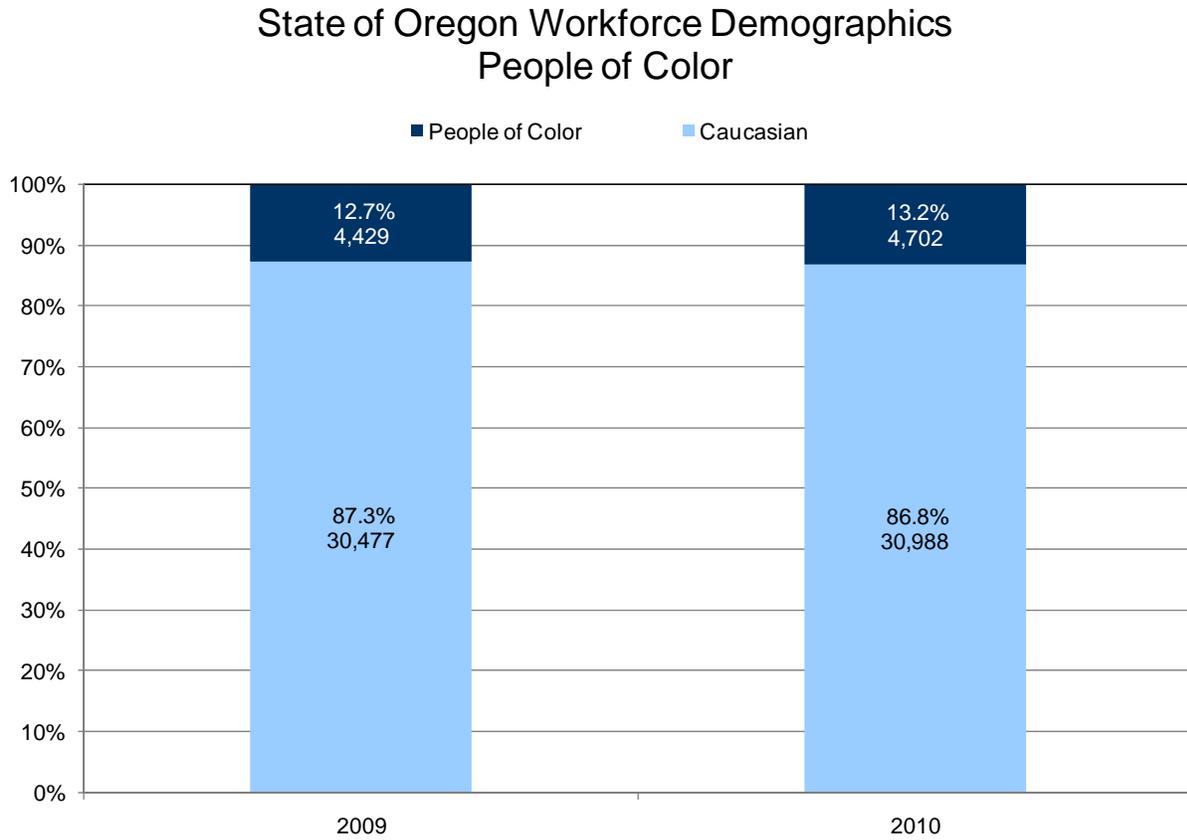
- 1. Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations, or provide specialized consultation. Job titles in this category may include: regional, district or area directors; deputy directors; controllers; examiners; wardens; superintendents; sheriffs; police and fire chiefs; inspectors; and kindred workers.
- 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 (medical, dental, electronic, physical) technicians; 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 via apprenticeship or other formal training programs. This category includes: mechanics and repairers; electricians; heavy equipment operators; stationary engineers; skilled machining occupations; carpenters; compositors and typesetters; and kindred workers.
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 and bus drivers; garage laborers; custodial personnel; gardeners and groundskeepers; refuse collectors; construction workers; and kindred workers.

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

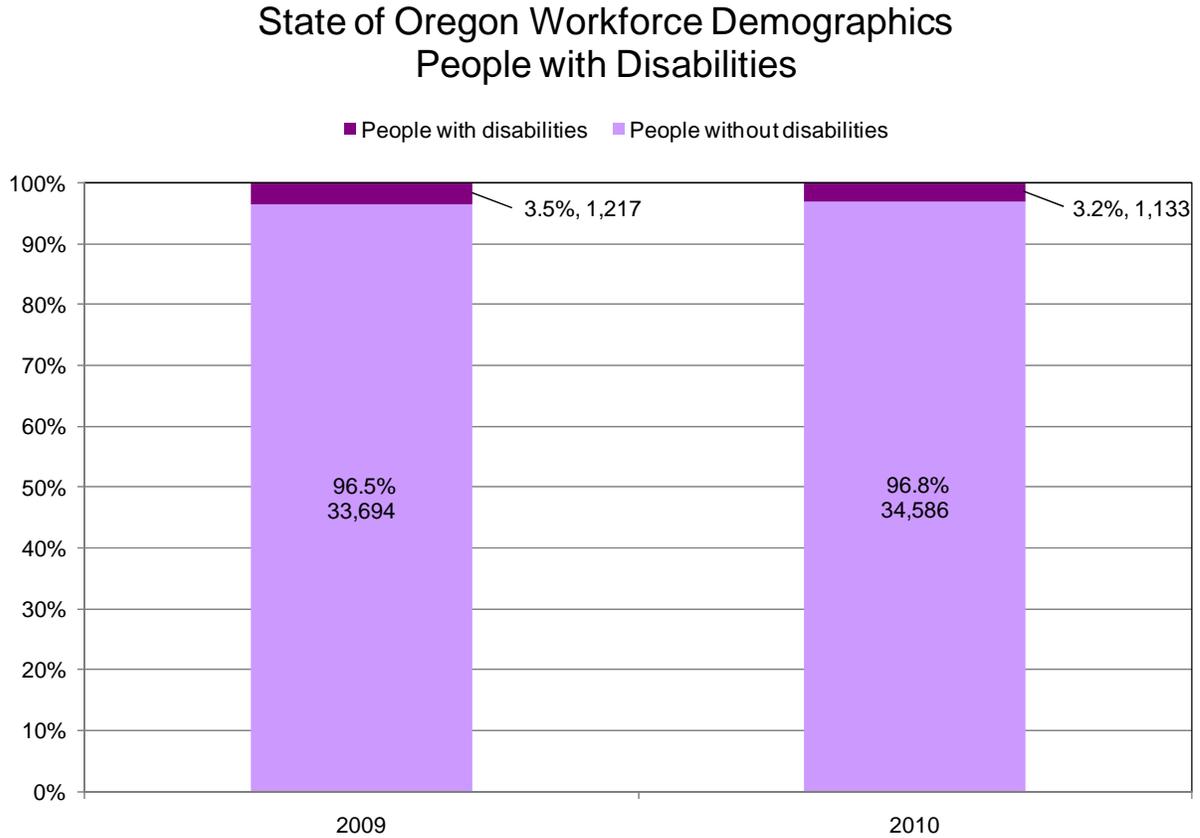
In 2010, there were 273 more State of Oregon employees who were people of color than in 2009. The number of Caucasian people also increased over the year, by 511, resulting in people of color increasing their overall share of the state government workforce by half a percent.



Source: Oregon Department of Administrative Services

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

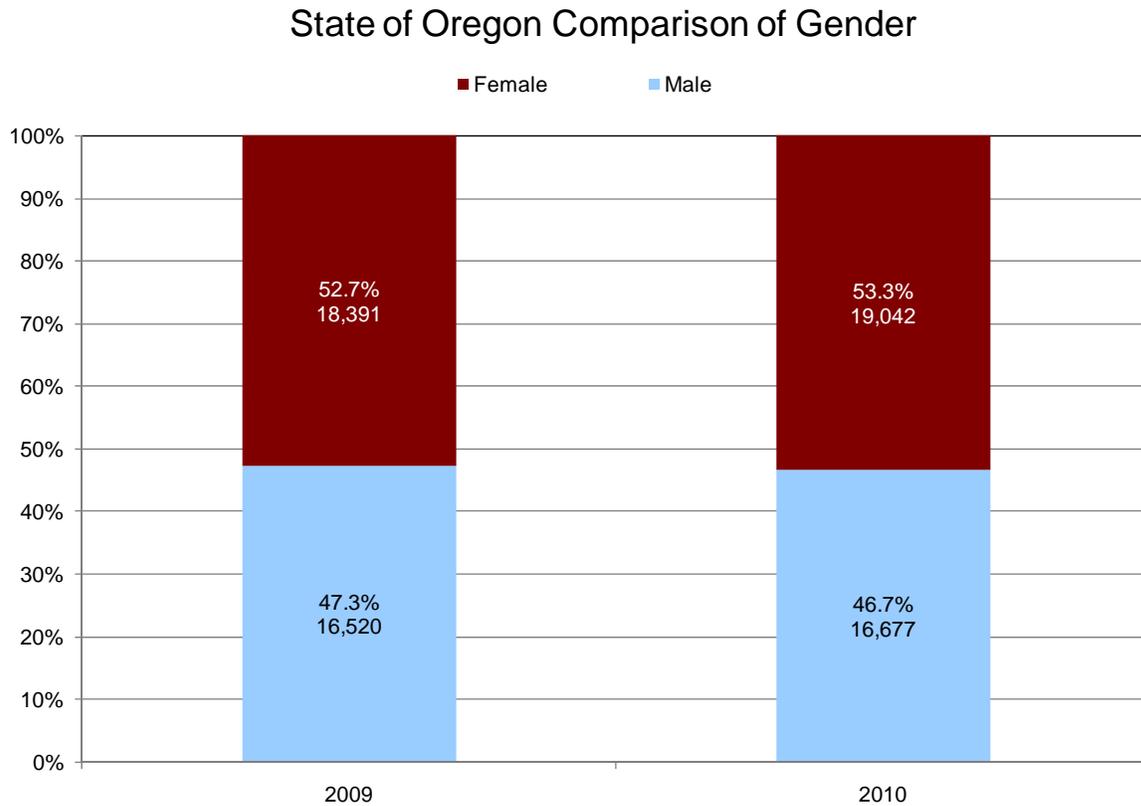
The number of State of Oregon employees who disclosed a disability decreased from 2009 to 2010 by 84, and their share of the total state government workforce decreased by 0.3 percent. During the same period of time, the number of employees without disabilities increased by 892.



Source: Oregon Department of Administrative Services

Chart 3: State of Oregon Comparison of Gender

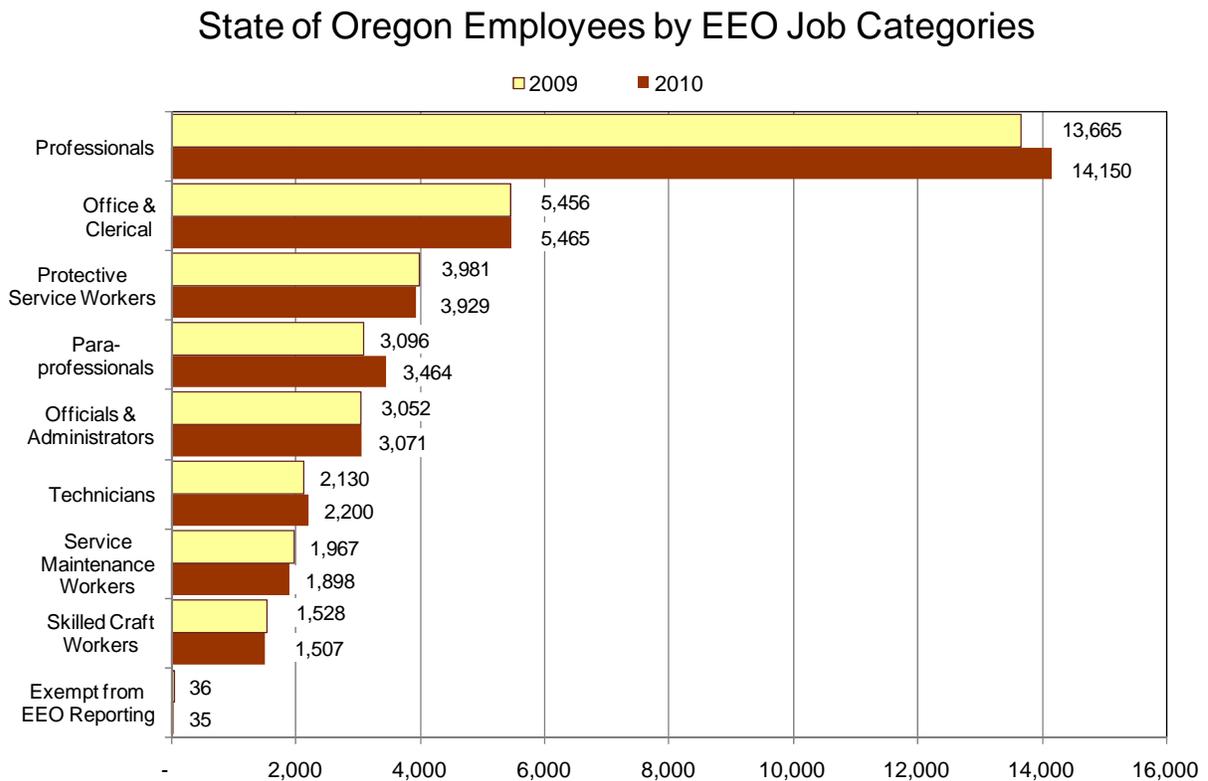
In 2009, women accounted for 52.7 percent of the State of Oregon’s employees. The number of female employees increased from 2009 to 2010 by 651, while their share of the workforce climbed to 53.3 percent. The number of men working for the State of Oregon from 2009 to 2010 increased by 157.



Source: Oregon Department of Administrative Services

Chart 4: State of Oregon Employees by EEO Job Categories

Oregon state government employment grew by 808 people (2.3 percent) from 2009 to 2010, but the employment change varied by EEO job category. Service maintenance workers lost 69 jobs (-3.5 percent) and protective service workers lost 52 jobs (-1.3 percent). Categories experiencing growth included professionals, with an increase of 485 jobs (3.5 percent). Paraprofessionals increased 11.9 percent over the year (+368 jobs).



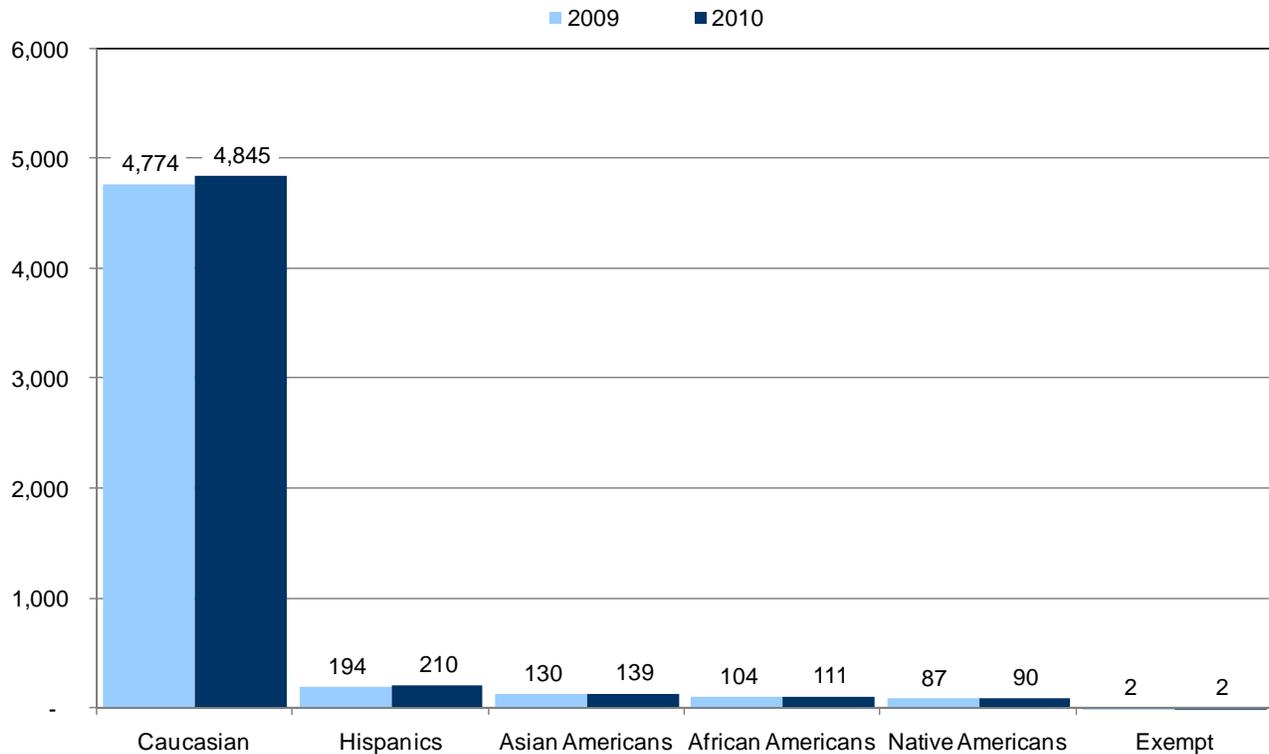
Source: Oregon Department of Administrative Services

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

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

From 2009 to 2010, there was an increase in the number of people in management positions working for the State of Oregon. The number of Caucasian managers increased by 1.5 percent, or 71 people. The number of managers who are people of color increased by only about half as many people (35), but the rate of growth for non-Caucasian managers was 6.8 percent.

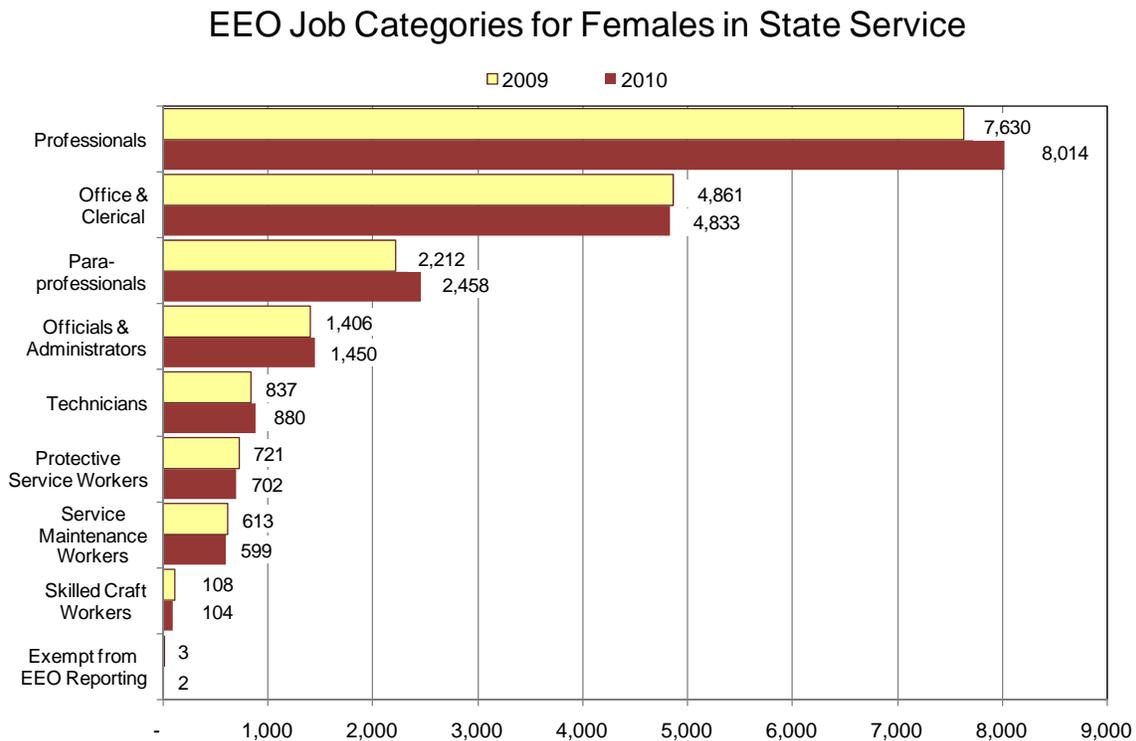
State of Oregon Management Positions by Race/Ethnicity



Source: Oregon Department of Administrative Services

Chart 6: EEO Job Categories for Females in State Service

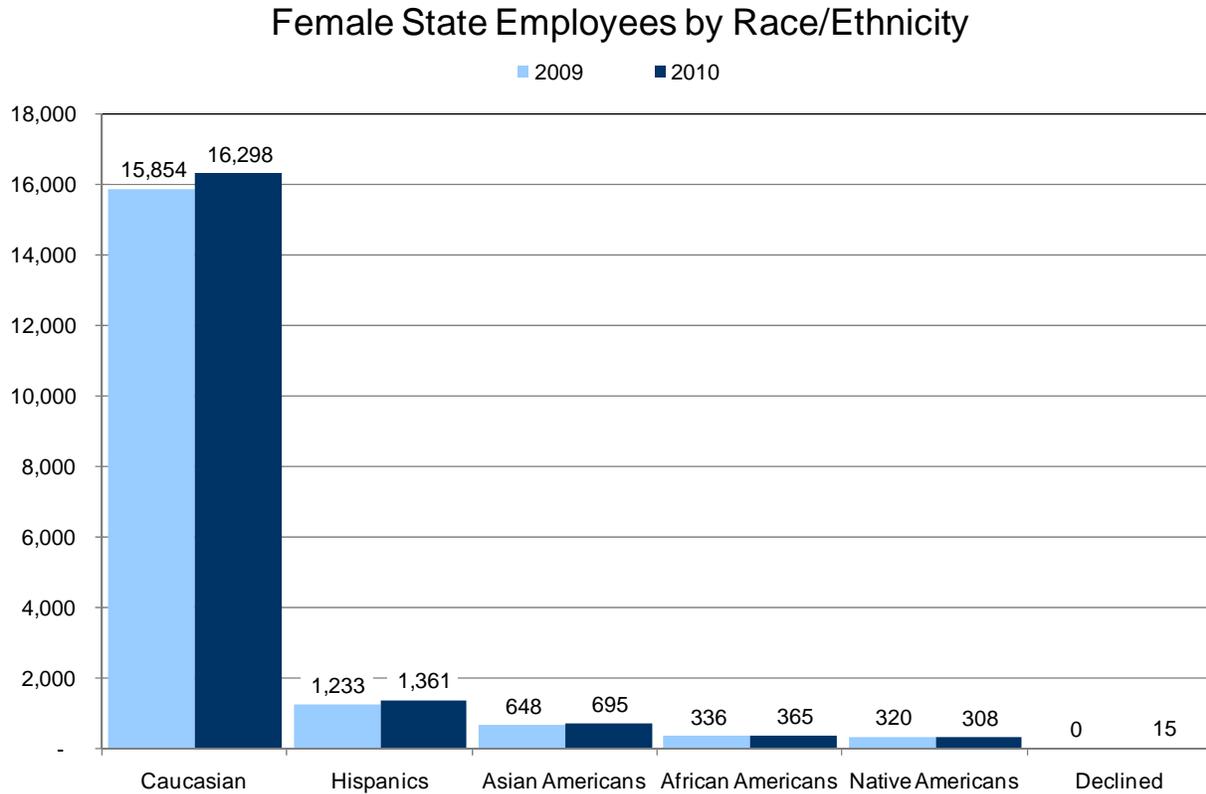
Among Oregon state government workers, the change in female workers from 2009 to 2010 varied by EEO job category. Categories such as office and clerical jobs, and protective service workers, saw a decline in the number of female workers, while other categories saw an increase. The addition of 246 female paraprofessionals accounted for two-thirds of the total paraprofessional growth, and the increase of 384 professional females accounted for 80 percent of the growth in professional workers. Overall, the number of female State of Oregon workers increased by 651 (3.5 percent).



Source: Oregon Department of Administrative Services

Chart 7: Female State Employees by Race/Ethnicity

From 2009 to 2010, the number of female state employees increased by 651. Two-thirds of additional female employees were Caucasian. There was also growth in the number of female workers who were African American, Asian American, and Hispanic. The only racial group which saw a decline over the year in the number of female workers was Native Americans, with a net loss of 12 women.

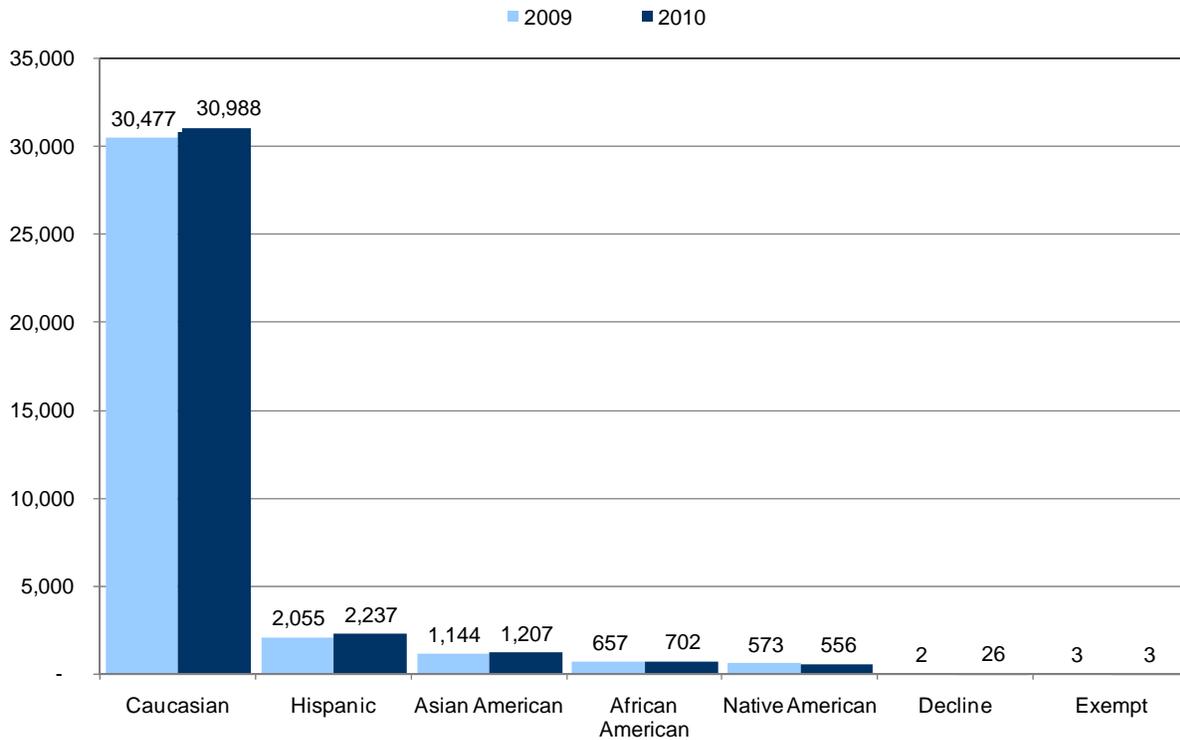


Source: Oregon Department of Administrative Services

Chart 8: State of Oregon Workforce by Race/Ethnicity

The State of Oregon workforce grew by 808 people from 2009 to 2010, and 63 percent of these additional people were Caucasian. The number of non-Caucasian employees increased 6.2 percent over the year. The Hispanic segment of the workforce experienced the fastest growth rate, adding 182 State of Oregon employees.

State of Oregon Employee Workforce by Race/Ethnicity

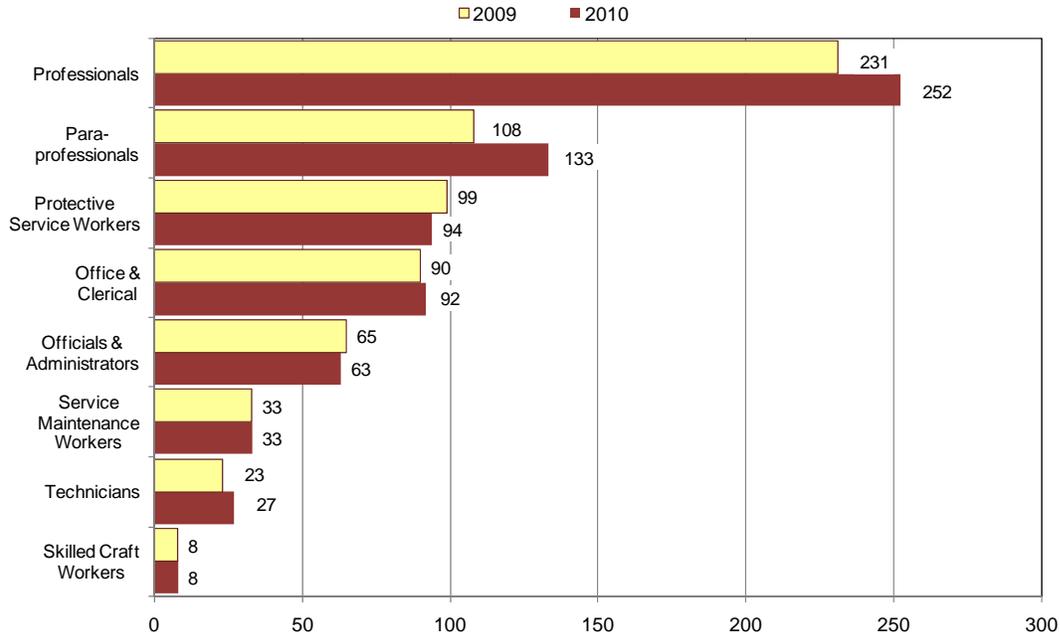


Source: Oregon Department of Administrative Services

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

The number of African Americans working for the State of Oregon increased during 2009 to 2010 by 45 people, or 6.8 percent. Most of these new workers were in the professional and paraprofessional job categories. There was a decline in the number of African Americans working in the protective service category, and in the office and clerical category.

EEO Job Categories for African Americans in State Service

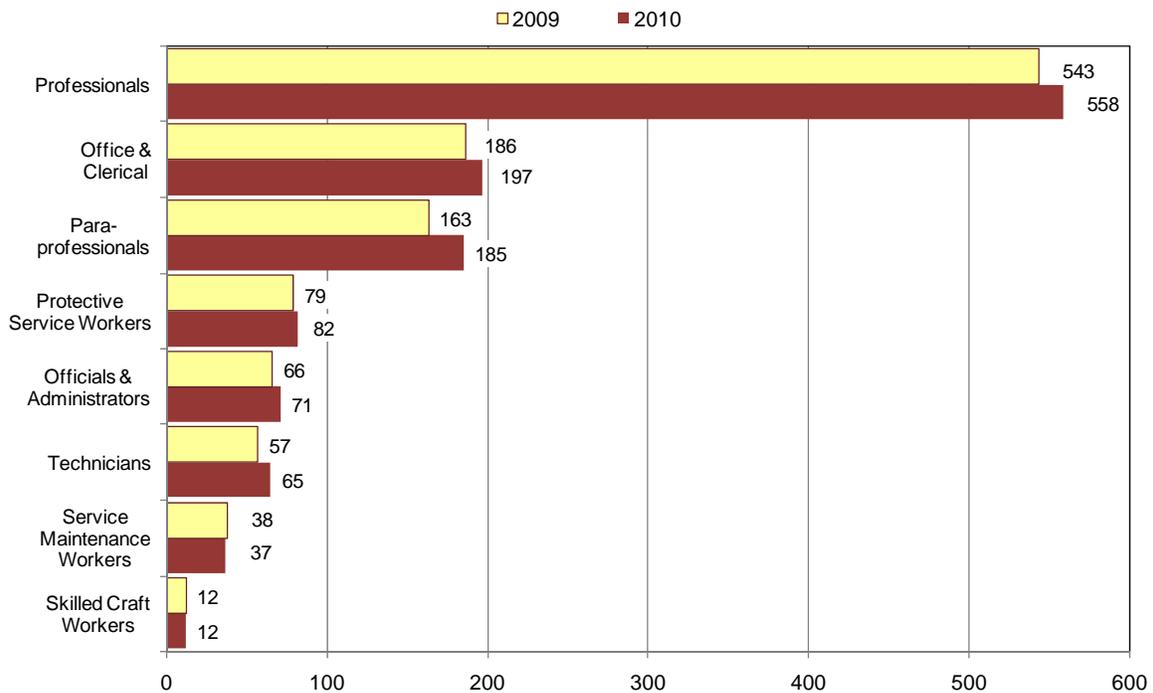


Source: Oregon Department of Administrative Services

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

From 2009 to 2010, the number of Asian Americans working for the State of Oregon increased by 5.5 percent. These 63 additional workers were in every EEO job category except skilled craft workers, which was unchanged over the year. Thirty-five percent of the new workers were paraprofessionals. Although the technician category added eight new Asian American workers, the workers represented an increase of 14 percent from the previous year.

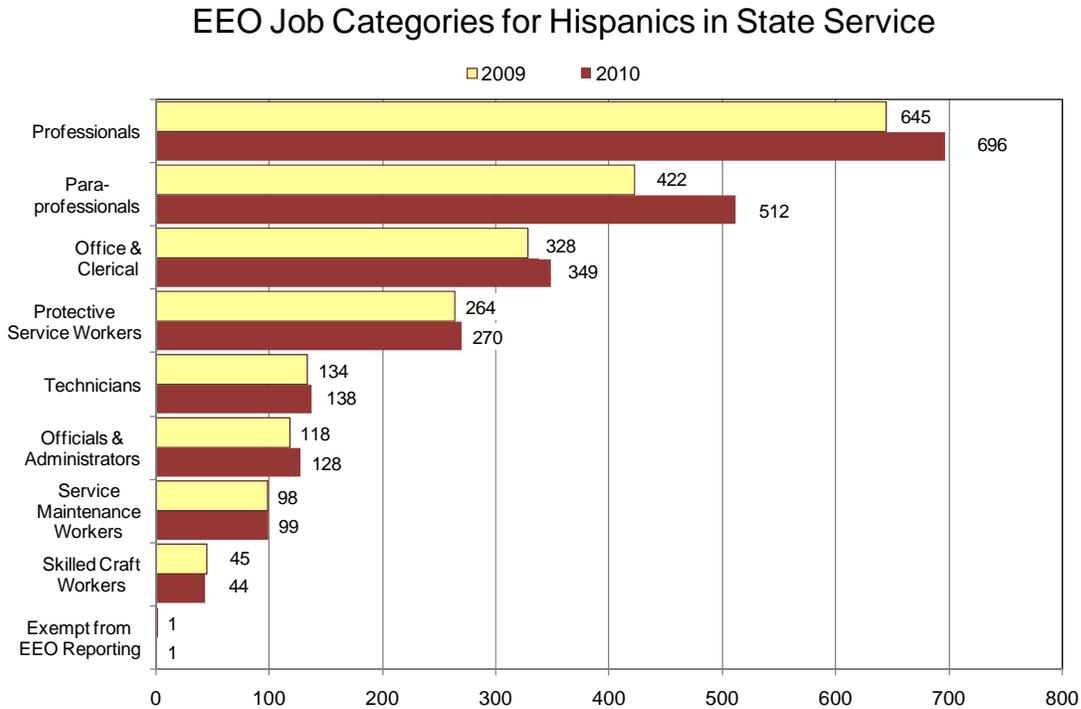
EEO Job Categories for Asian Americans in State Service



Source: Oregon Department of Administrative Services

Chart 11: EEO Job Categories for Hispanics in State Service

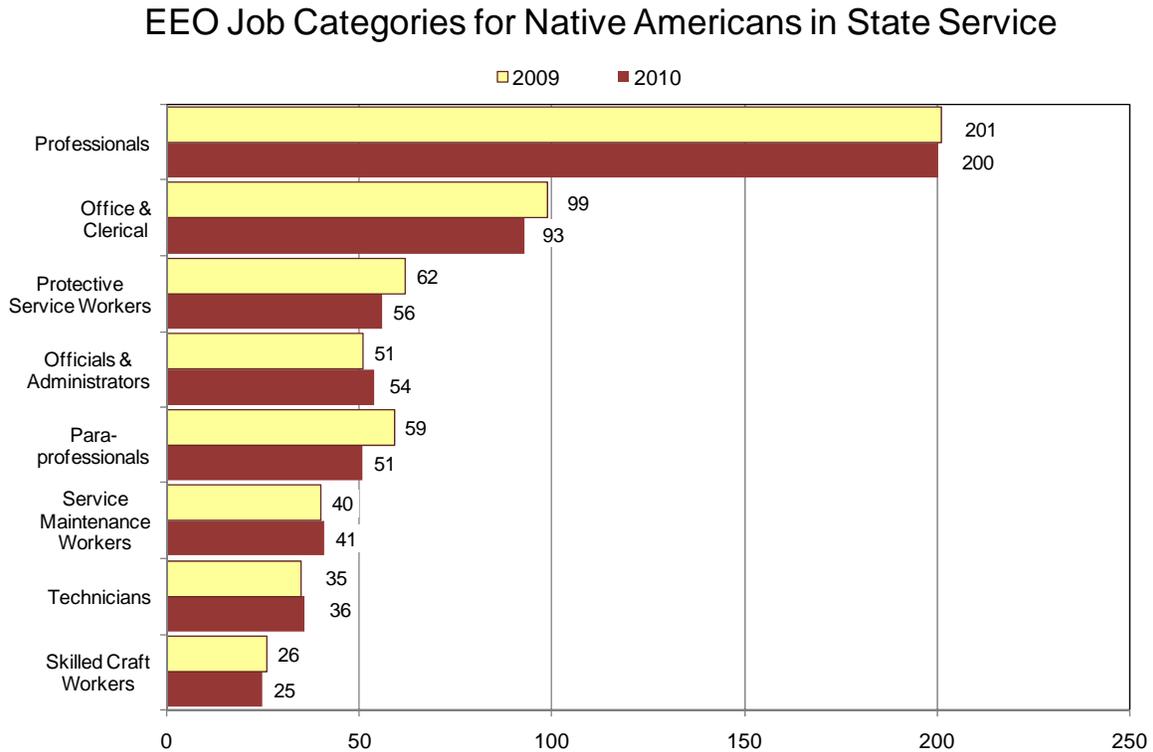
The State of Oregon added 182 Hispanic workers from 2009 to 2010. The only EEO job category with a decline in the number of Hispanic workers was skilled craft workers. The largest growth of any category was paraprofessionals, which employed 90 more Hispanic workers in 2010 than in 2009, growth of 21 percent.



Source: Oregon Department of Administrative Services

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

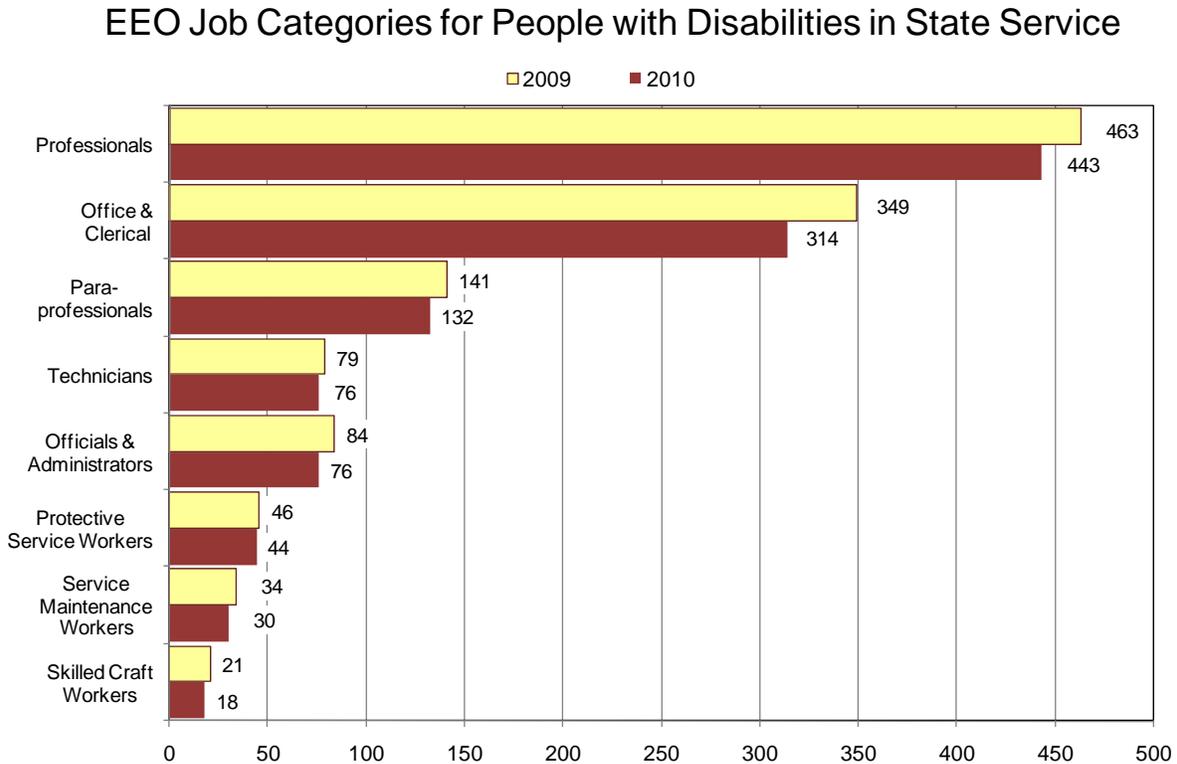
The number of Native American workers increased in three EEO job categories, but the gain was not enough to offset losses in other categories. Overall, the number of Native Americans working for the State of Oregon decreased from 2009 to 2010 by 17, which is a loss of 3 percent.



Source: Oregon Department of Administrative Services

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

In 2010, there were 84 fewer people who disclosed a disability working for State of Oregon than there were in 2009. This decline occurred in all EEO job categories, ranging from a loss of two people with disabilities in protective services to a loss of 35 people with disabilities in office and clerical workers. The overall rate of decline was 6.9 percent.

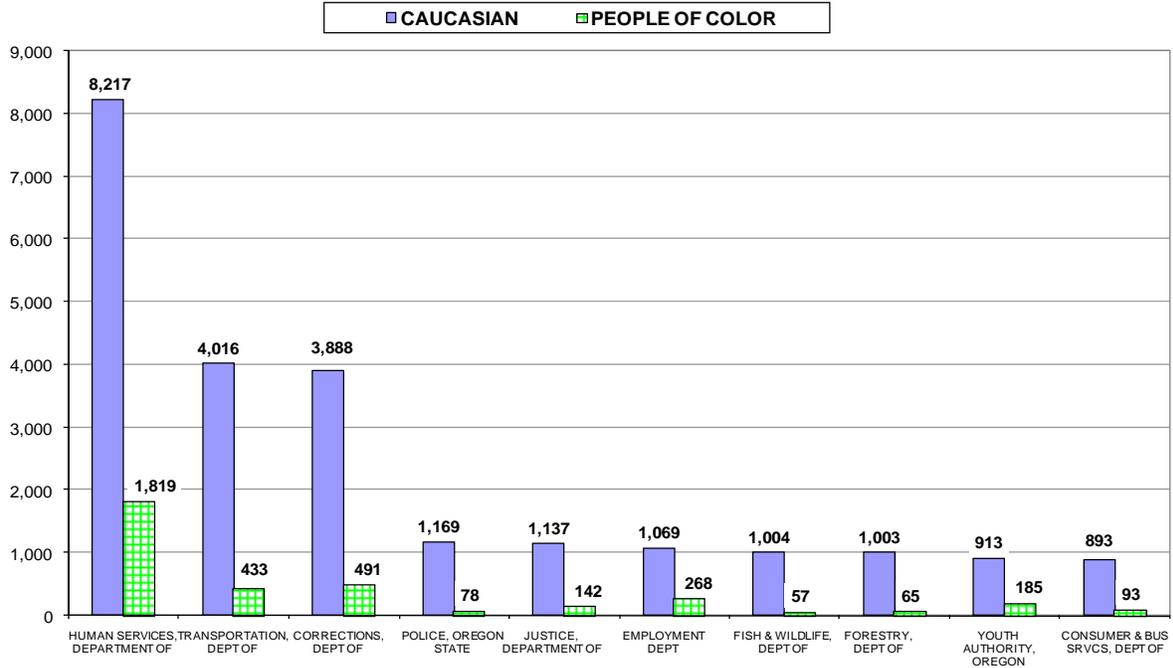


Source: Oregon Department of Administrative Services

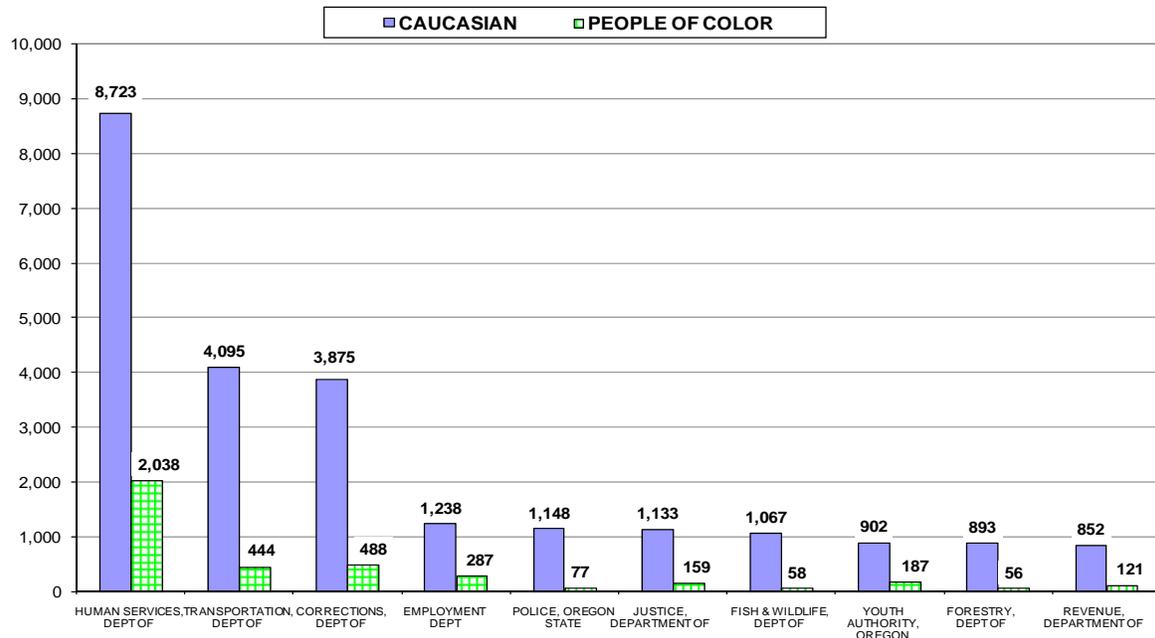
Charts 14 and 15: Select Agency Demographics for 10 Large Agencies

The charts below show the 10 large agencies with the most people of color. Nine of these agencies were the same in 2009 and 2010. In these nine agencies, the number of Caucasian people grew by 2.9 percent and the number of people of color grew by 7.2 percent over the year.

**2009 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**



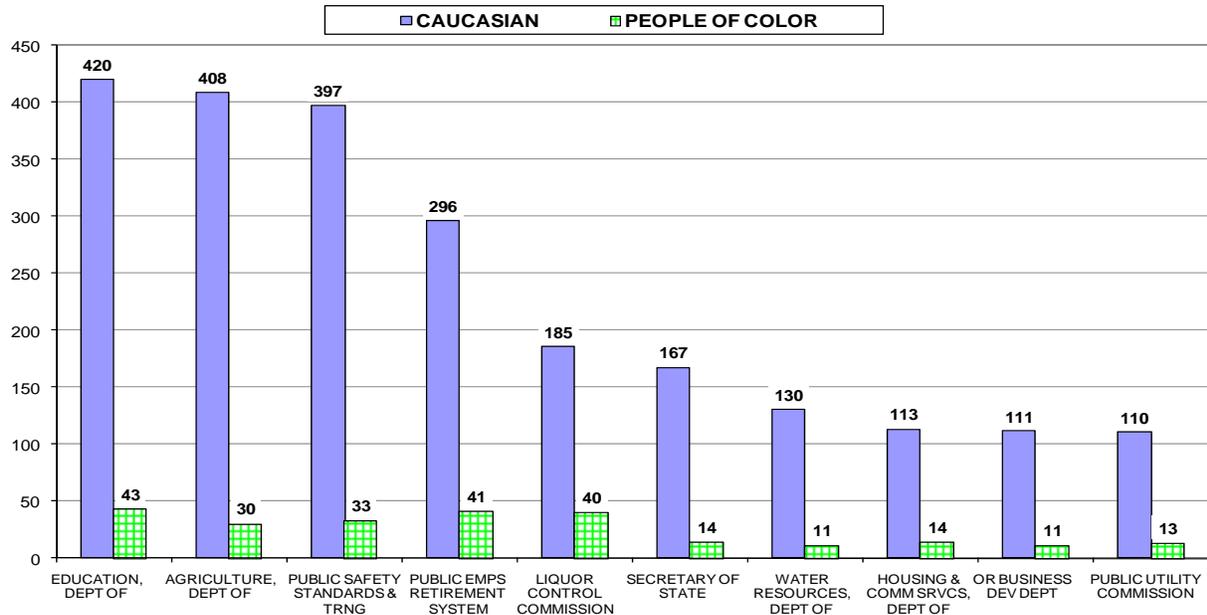
**2010 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**



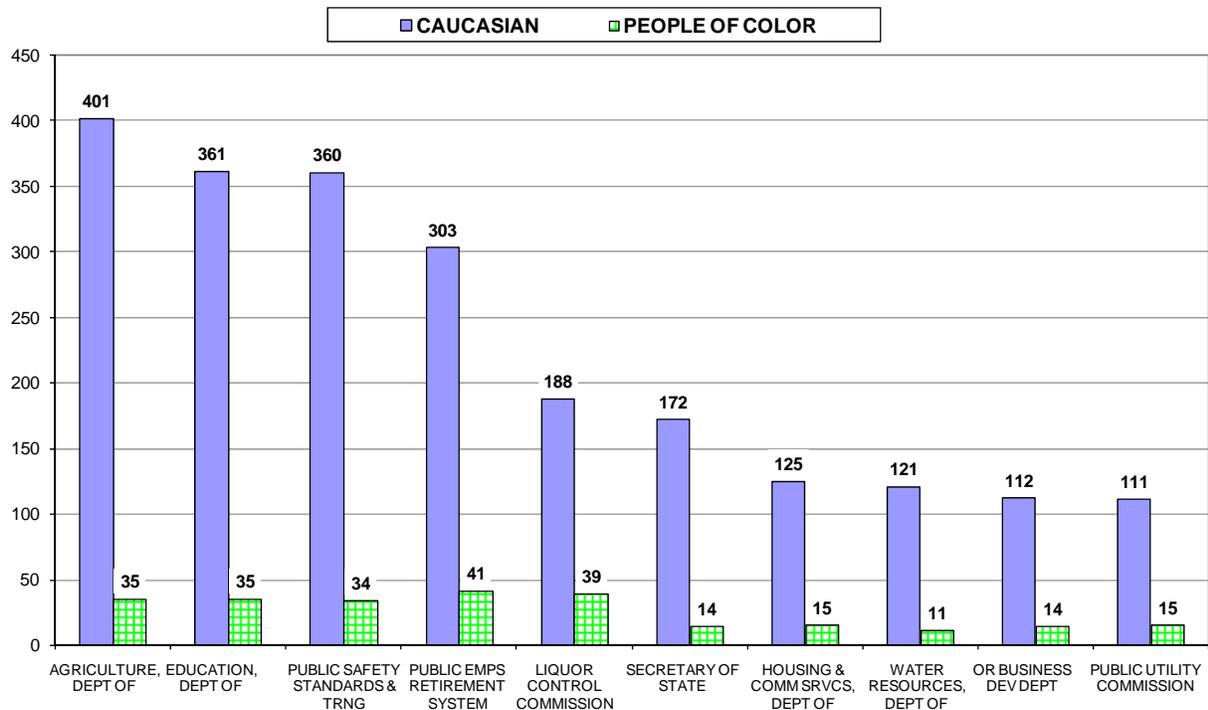
Charts 16 and 17: Select Agency Demographics for 10 Medium-Sized Agencies

The charts below show the 10 medium-sized agencies with the most people of color in 2009 and in 2010. Over the year, the number of Caucasian people at these agencies decreased by 83, to total 2,254, while the number of people of color increased from 250 to 253.

**2009 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



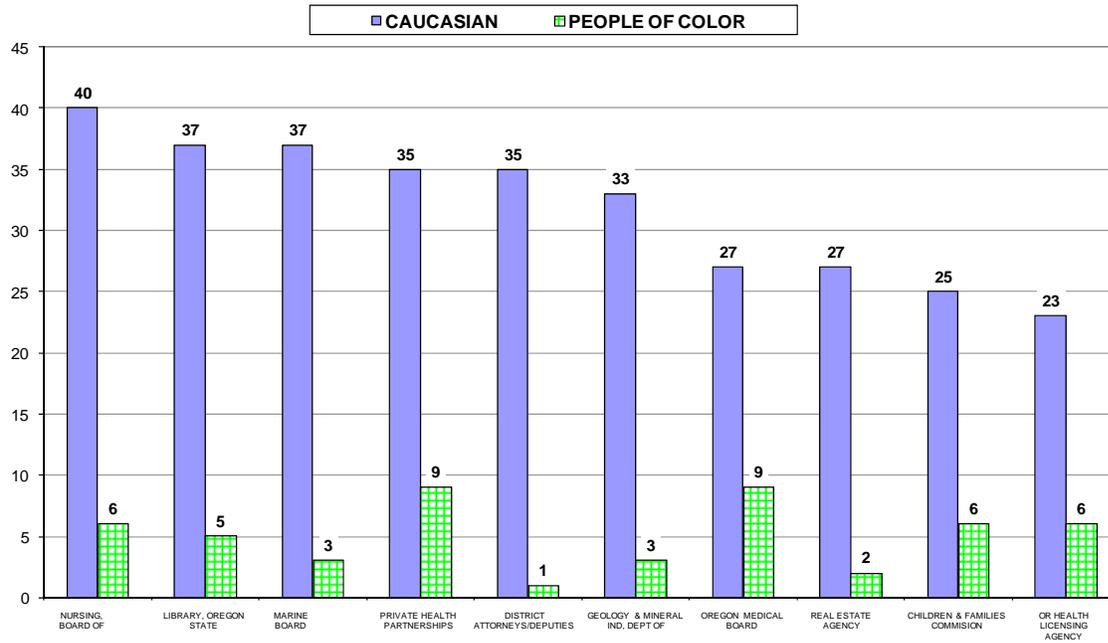
**2010 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



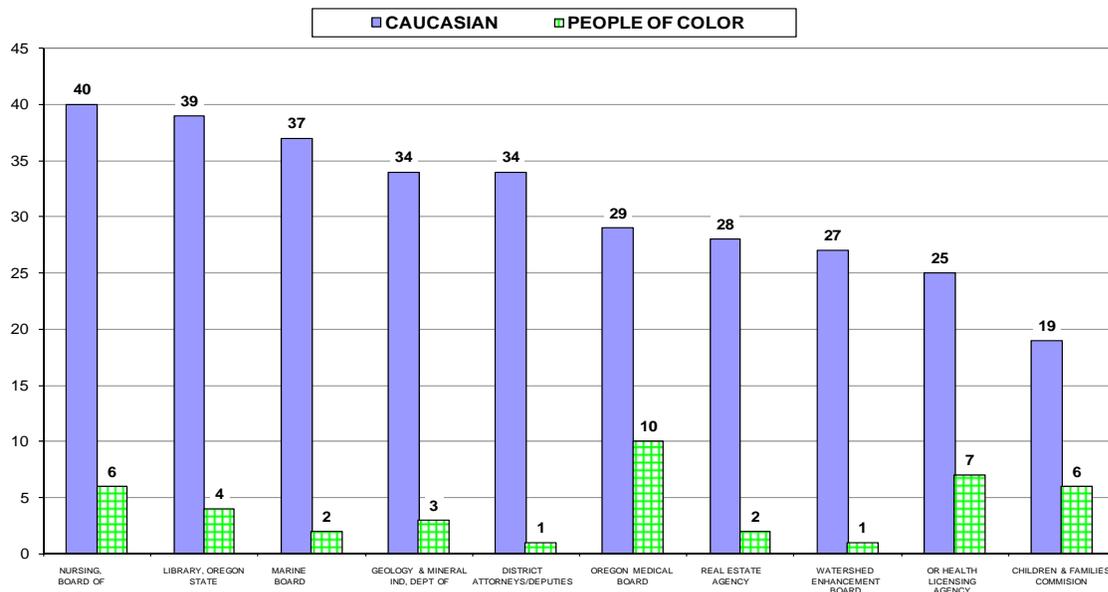
Charts 18 and 19: Select Agency Demographics for 10 Small Agencies

The charts below show the 10 small agencies with the most people of color. Nine of these agencies were the same in 2009 and 2010. The total number of Caucasian people and the total number of people of color working at these agencies was unchanged over the year.

**2009 Select Agency Demographics
10 Small Agencies (1-50 Total Employees)**



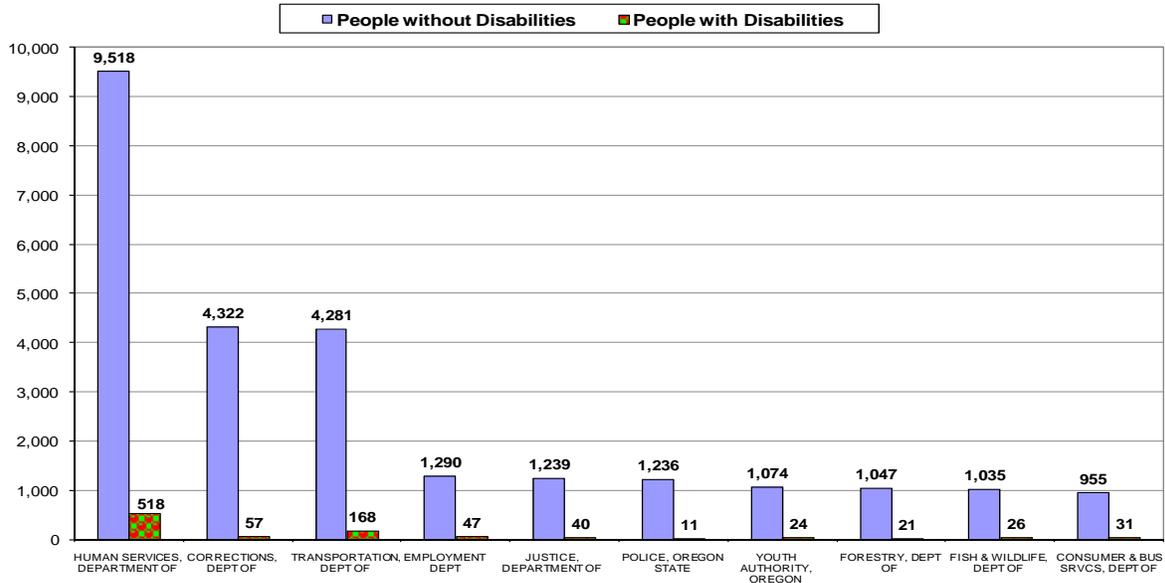
**2010 Select Agency Demographics
10 Small Agencies (1-50 Total Employees)**



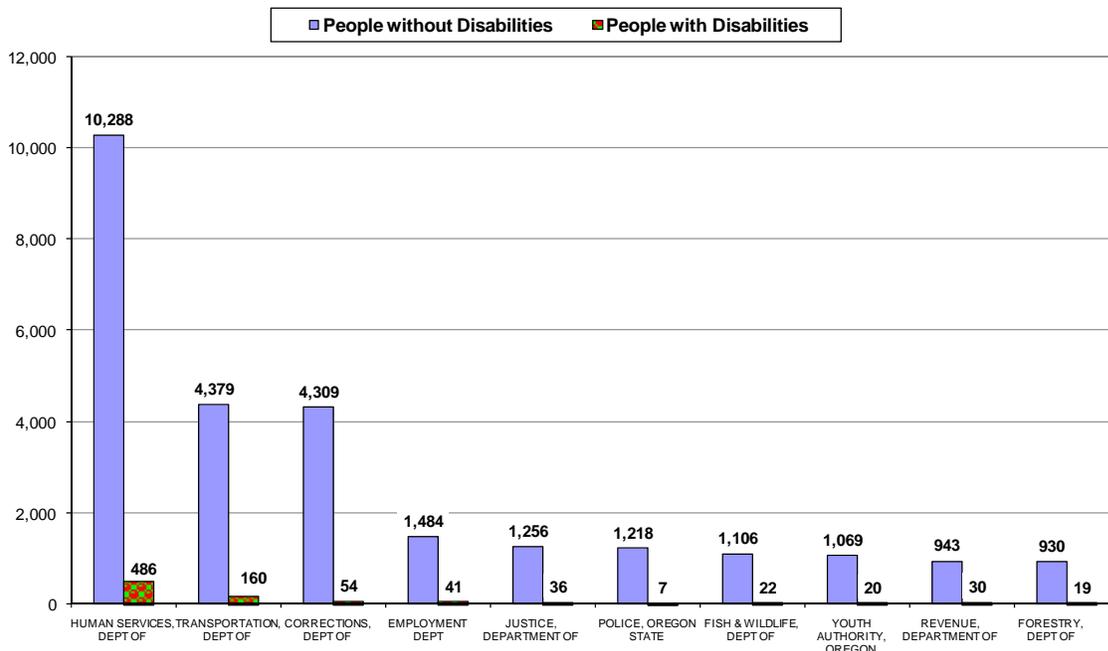
Charts 20 and 21: Select Agency Demographics for 10 Large Agencies

The charts below show the 10 large agencies with the most people who disclosed a disability. Nine of these agencies were the same in 2009 and 2010. In these nine agencies, the number of non-disabled people grew by less than one percent, while the number of people who disclosed a disability declined by 7.3 percent over the year.

**2009 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**



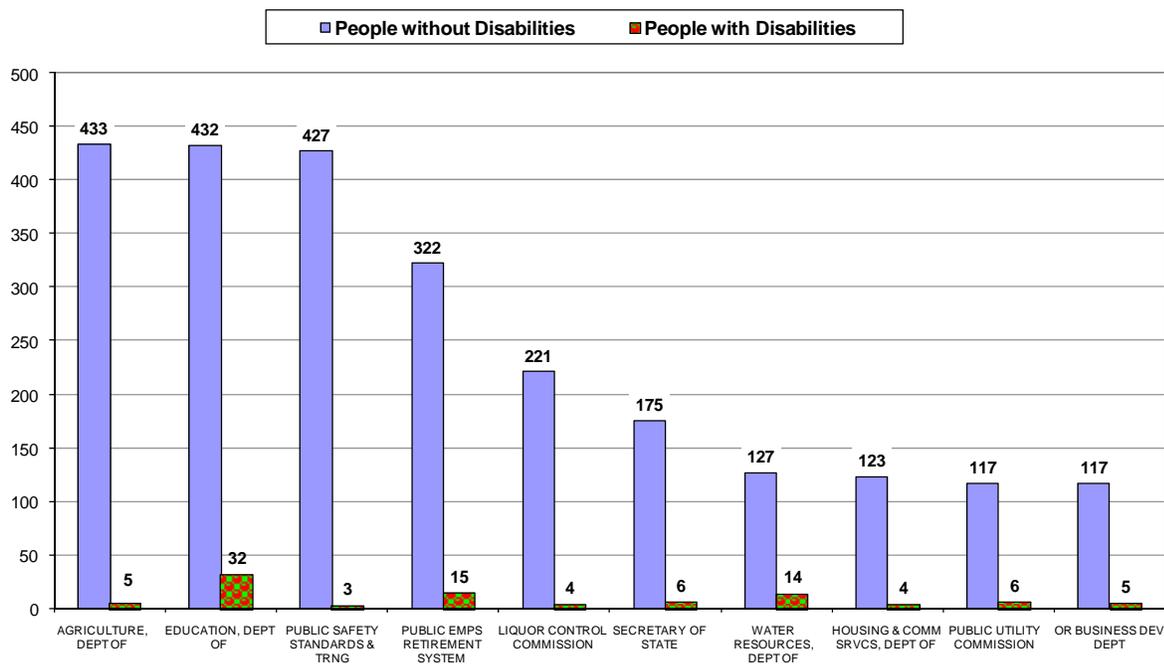
**2010 Select Agency Demographics
10 Large Agencies (500+ Total Employees)**



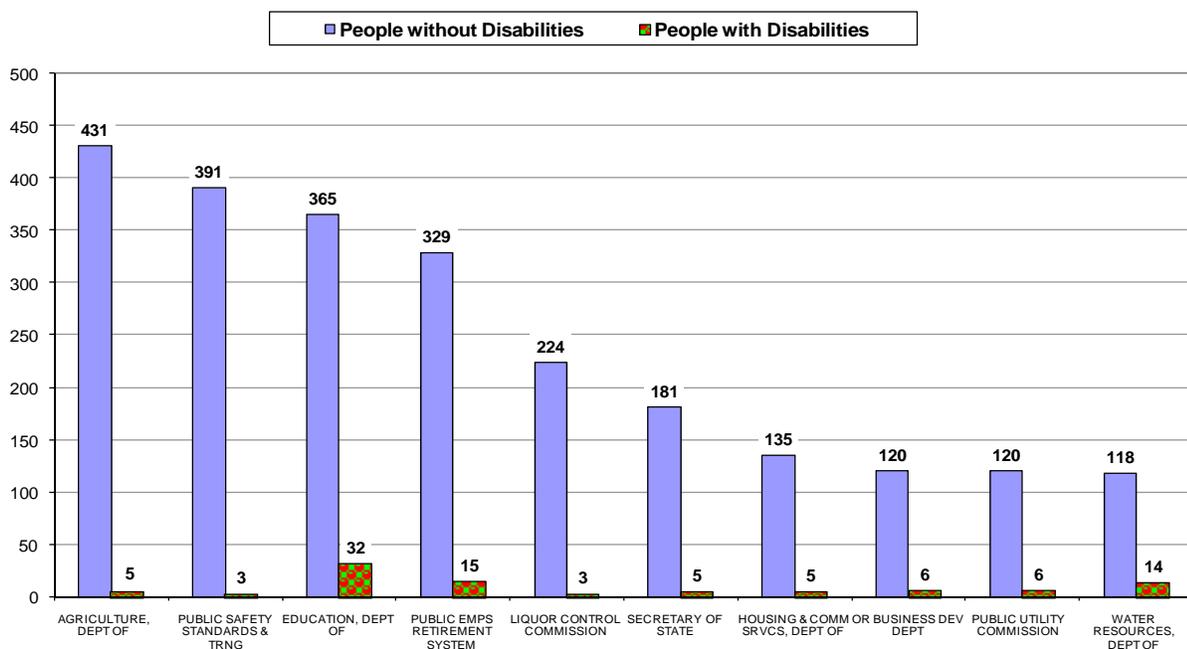
Charts 22 and 23: Select Agency Demographics for 10 Medium-Sized Agencies

The charts below show the 10 medium-sized agencies with the most people who disclosed a disability in 2009 and in 2010. Over the year, the total number of people who disclosed a disability at these agencies did not change, while the number of people without disabilities decreased by 80.

**2009 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



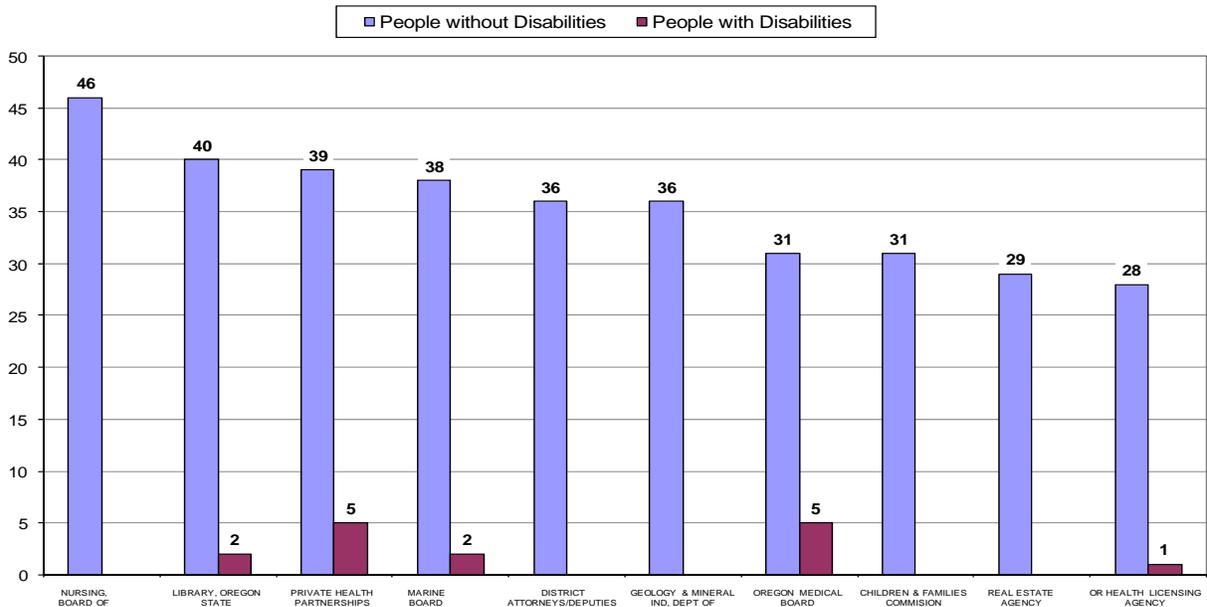
**2010 Select Agency Demographics
10 Medium Agencies (50-500 Total Employees)**



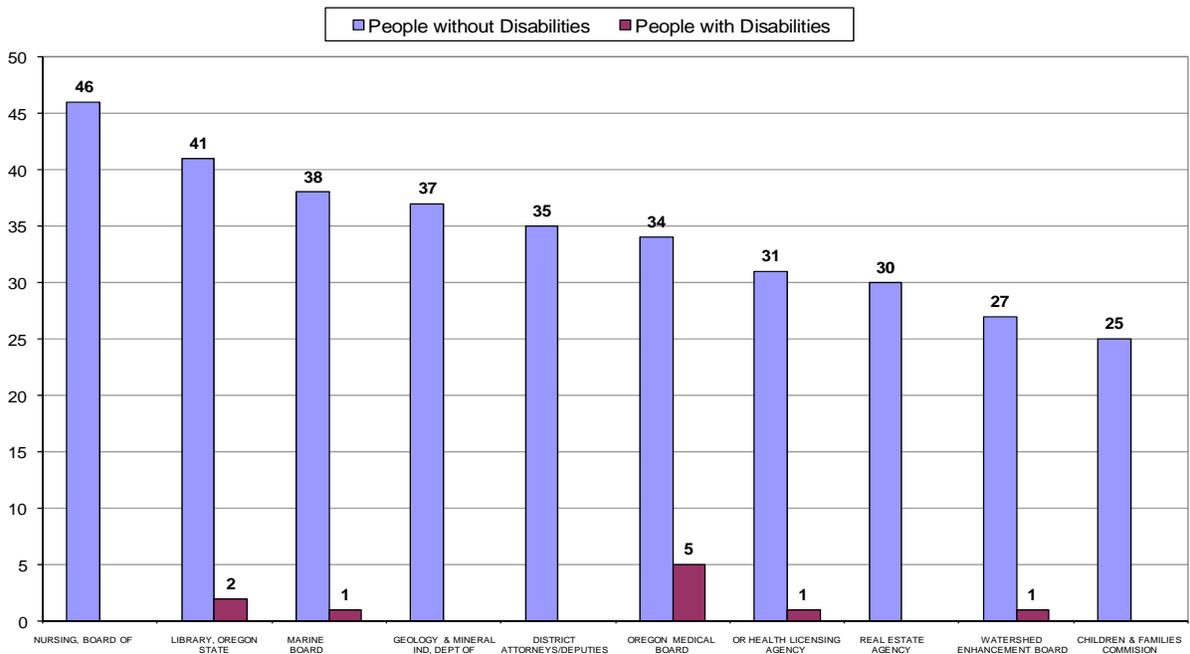
Charts 24 and 25: Select Agency Demographics for 10 Small Agencies

The charts below show the 10 small agencies with the most people who disclosed a disability. Nine of these agencies were the same in 2009 and 2010. At these agencies, the total number of people who disclosed a disability dropped by one and the total number of people without disabilities increased by two over the year.

**2009 Select Agency Demographics
10 Small Agencies (1-50 Total Employees)**



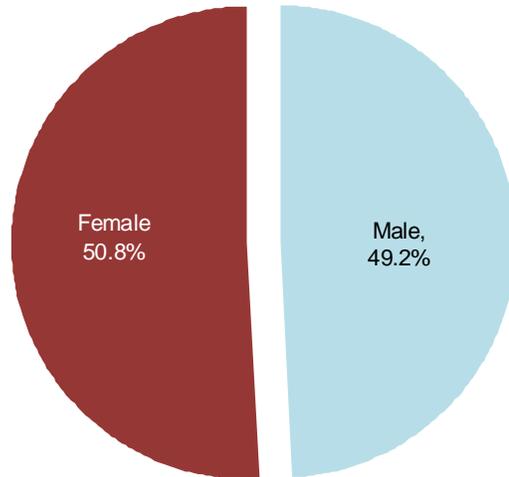
**2010 Select Agency Demographics
10 Small Agencies (1-50 Total Employees)**



Oregon Civilian Labor Force

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

Workforce Demographics in Oregon: Gender 2009



Race/Ethnicity of Oregon's Workforce 2009



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

Recommendations

The Governor's Affirmative Action Office (GAAO) endeavors to accentuate the positive whenever possible and applauds the efforts of many in state government. However, many others not only disregard the tenets of diversity, they ignore Oregon statutes and executive orders. This disregard often results in discriminatory behavior that is resolved in the judicial system, costing Oregon taxpayers more than \$1 million every year. In order to avoid discrimination lawsuits, and to make Oregon an "Employer of Choice," the following recommendations are made.

"State agencies need to foster an inclusive work environment and continue to take all steps available to them to create a diverse workforce and ensure employees are respected and treated fairly."

—Governor Kulongoski, The Portland Observer, 09/24/08

Affirmative Action Policy Statement (Executive Order 08.18)

Agencies should communicate to all employees the Affirmative Action policy resources available within their agency, and the importance of the Affirmative Action Representative in responding to employees' concerns of discrimination in the areas of hiring, retention, promotion, and career development.

RECOMMENDATION: Each agency needs to post in a visible area (e.g, elevator, restroom, break room, etc.) its Affirmative Action policy statement, which includes contact information for the agency's Affirmative Action Representative and for the Governor's Affirmative Action Office.

Affirmative Action Workshops (Executive Order 08.18)

While some agencies are regularly represented at the Affirmative Action Workshops, too many are not. Nine agencies have never attended; only 16 have attended more than half. Some agency heads have actually forbidden their employees to attend. Lack of attendance puts these agencies and their employees at a distinct disadvantage, as important resource- and information-sharing is conducted at these workshops. It also demonstrates those agencies' lack of interest in creating an equitable, diverse, inclusive, and welcoming work environment.

RECOMMENDATION: Agency heads and policy advisors need to re-emphasize the importance of attendance—and participation in—monthly Affirmative Action Workshops.

Art-on-Loan Program

The Oregon Youth Authority's Art-on-Loan Program has been very successful since its implementation in 2009. The only limit to its success is financial—the Oregon Youth Authority has a limited budget for coordination and materials and, because it is a state agency, cannot apply for the arts funding that a nonprofit organization could.

RECOMMENDATION: Agencies need to share ideas and resources (e.g., donated materials, volunteer labor, local coupons, etc.) to enable the Oregon Youth Authority to increase the frequency and number of workshops offered to the youth.

Community Outreach Programs

Oregon's greatest strength is the quality and diversity of its State employees—professionals who differ in age, gender, race, nationality, sexual orientation, and religious belief, and who span numerous cultures and languages. Agencies should encourage employees to participate in various organizations with the community.

RECOMMENDATION: All agencies need to commit to fostering a collaborative working relationship with local organizations in various initiatives such as:

1. Continuing to build partnerships with local private and public organizations that have a strong ethnic component, including academic and faith-based organizations, ethnic chambers of commerce and other organizations, and Native American tribes;
2. Affirming to said groups that the agency is an equal-opportunity employer;
3. Sharing job opportunities with said groups and with local ethnic newspapers; and
4. Ensuring that employees who are in the protected classes are aware of promotional opportunities as they arise.

Complaints and Concerns

The GAAO tracks claims, exit interviews and other data in order to recommend Cultural Competency Assessments and other interventions. Some Affirmative Action Representatives work with the GAAO to address unsatisfactory work situations within their agencies before they become full-blown lawsuits. The success of this model is often stifled when the person assigned to be an Affirmative Action Representative works in the agency's human resources department, because the representative then has conflicting roles—protecting the employee and the agency at the same time. An employee who has an issue may fear retaliation when sharing it in this situation.

RECOMMENDATION: When possible, Affirmative Action Representatives should not be members of the human resources department; they should report directly to agency heads.

Cultural Competency Assessment and Implementation Services (Executive Order 05.15 and Executive Order 08.18)

Not all state agencies exhibit a welcoming environment (both physically and mentally) to prospective and existing employees. Many agencies are not utilizing the Governor's executive order-mandated Cultural Competency Assessment or other forms of diversity services and/or training.

If employees do not feel welcome and safe, it can create an atmosphere of low morale and low productivity. As diversity grows within the workforce, so does the need for education and awareness to increase mutual respect among its employees. Workforce education is a continuous process, with the three-fold objective of improving:

1. Internal work environment;
2. Inclusiveness of under-represented persons in the employment community; and
3. Customer service to a growing and diverse customer base.

RECOMMENDATION: Agency heads need to examine their policies and make it a priority to take advantage of the Cultural Competency Assessment and Implementation Services.

Diversity Education and Initiatives

Diversity education in the workplace is about more than just "inclusion," it is a commitment to creating a satisfactory, safe, and meaningful work environment in which employees can thrive. A diversity-awareness program that is inclusive of human characteristics such as race, spirituality, gender, sexual orientation, or disability status, the State of Oregon can demonstrate to its workforce and to the public at large that all employees are seen, recognized, and valued. By incorporating these strategies into their training and developmental curricula, state agencies will better attract and retain a skilled and talented workforce.

RECOMMENDATION: Agency heads need to align themselves with a strong commitment to diversity and Affirmative Action programs. This support should include:

1. Strong leadership support from agency heads, and commitment to provide necessary resources for new program initiatives;
2. Commitment to training for managers and supervisors in their Affirmative Action/equal employment opportunity responsibilities as

well as giving them personnel and administrative tools to help them carry out their responsibilities in these areas;

3. Dissemination of the agency's Affirmative Action Plan objectives throughout the agency, and the encouragement of managers to conduct targeted recruitment efforts in support of diversity objectives.

Manager and Supervisor Training

In discrimination claims that are filed against state agencies, which cost an estimated \$1 million per year, managers and supervisors are most likely to be implicated.

RECOMMENDATION: Agency heads need to be creative to take advantage of existing training opportunities for managers and supervisors, many of which are free of charge or have a cost-sharing element, including: "Discrimination and Harassment-Free Workplace," The "Preventing and Minimizing Exposure to Lawsuits," and training provided by the GAAO.

Statewide Exit Interview (Executive Order 08-18)

This tool, mandated by Executive Order 08-18, is often not being used to its best advantage. Some agencies do conduct exit interviews but don't use the statewide survey tool created by the Affirmative Action Representatives in conjunction with the GAAO, Department of Administrative Services, and Department of Justice. Some agencies "use both" the statewide survey and their own survey, which is problematic because this puts the onus on a vacating employee to conduct two separate surveys. When agencies use a different survey, or use the statewide tool but then never monitor the results, or refuse to implement exit interviews at all, the State cannot establish a baseline and agencies can't take advantage of opportunities for improvement.

This data represents an essential piece of information that is fundamental in the data analysis. If the analysis identifies a negative opinion regarding the agency's workplace environment, the agency can use this information as an opportunity to make changes to improve the work environment for the current employees, and improve job satisfaction. The data obtained from employees leaving the agency provides information critical to:

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

RECOMMENDATION: All state agencies should use the statewide exit interview tool exclusively. Agencies should run periodic reports to review the results collected and perform a data analysis.



EXECUTIVE ORDER 08-18

AMENDING EXECUTIVE ORDER 05-01 RELATING TO AFFIRMATIVE ACTION

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

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

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

NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:

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





EXECUTIVE ORDER NO. 08-18
PAGE TWO

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

3. Under ORS 659A.012, state agencies are "required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance." Periodically, DAS shall conduct audits of agencies to determine whether management personnel are being evaluated based on effectiveness in achieving affirmative action objectives. Results of this audit shall be provided to GAAO.

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

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

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



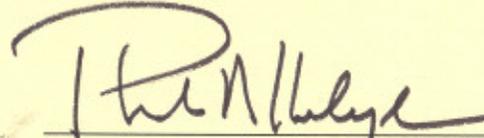


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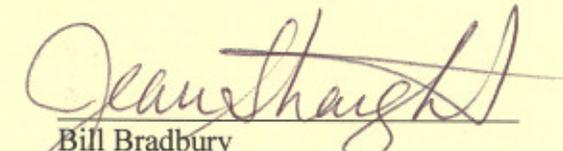
7. This Executive Order and Executive Order 05-01 expire on December 31, 2014.

Done at Salem, Oregon, this 19th day of August, 2008.




Theodore R. Kulongoski
GOVERNOR

ATTEST:


Bill Bradbury
SECRETARY OF STATE



Appendix B: Oregon Revised Statutes Pertaining to Affirmative Action

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

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

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

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

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

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

Appendix C: Affirmative Action Workshops

Month/Year	Speaker/s	Topic
June 2010	Cindy Brown, Disability and Business Technical Assistance Center Northwest	Employing People with Disabilities: The Business Case
May 2010	Tash Shatz and Kerry Johnson, Basic Rights Oregon	Transgender 101
April 2010	Anselmo Villanueva, Lane Community College, University of Oregon, Western Oregon University Janet Nishihara, Oregon State University David Tam, Chinese American Benevolent Association	Asian Pacific American Experience
March 2010	Deon Johnson, Dept. of Human Services	“Cultural Competency and Diversity: Valuing, Embracing and Implementing”
February 2010	Rose Lewis, Janet Adkins, Linda Baker, Kate Tarter, League of Women Voters (Marian/Polk County Chapter)	Women’s Suffrage
January 2010	Ben Berry, Dept. of Transportation Eduardo Angulo, Salem/Keizer Coalition for Equality	Community in Action
November 2009	Chip Terhune, Governor’s Office	Recession and State Budget
October 2009	Kelli Vesper, Dept. of Administrative Services Selaina Miller, Dept. of Vocational Rehabilitation Lynda Van Doran, Oregon Commission for the Blind	Disability Etiquette
September 2009	Anmarie Housley, Governor’s Office Lisa McCune, Dept. of Fish and Wildlife Greg Sieglitz, Oregon Watershed Enhancement Board Sue Bloom and Kathy Moore, Salem/Keizer School Chamber of Commerce	Internship Program
August 2009	Pua Gates, Oregon State Lands Adele O’Neal, Dept. of Consumer Business Services Brandon Dolquist, Dept. of Administrative Services	Web-Based Affirmative Action Reports
July 2009	Yutonah Bowes, Occupational Safety and Health Division Chris Roach, Dept. of Forestry	Aging Workforce
June 2009	Tom Mann, Dept. of Veterans Affairs Mandy Martin, Military OneSource Jim Book, Oregon Employment Dept.	Veterans in the Workforce
May 2009	Blake Dye, Dept. of Transportation	Report on recent U of O diversity conference
April 2009	Debbie Fifield, Dept. of Administrative Services Risk Mgmt. Jennifer Lara, Dept. of Administrative Services Dave Kramer, Dept. of Justice Trial Division Amy Klare, Bureau of Labor and Industries Liani Reeves, Dept. of Justice	Claims Against the State
March 2009	Chip Terhune, Chief of Staff	State of the State
February 2009	Mark Masthoff, Dept. of Human Services Unoda Moyo, Dept. of Administrative Services Martha Smith, Dept. of Transportation	Americans With Disabilities Act
January 2009	Deon Johnson, Dept. of Human Services	Pre-Interview Panel Training
November 2008	Jennifer Germundson, Bureau of Labor and Industries Amy Klare, Bureau of Labor and Industries	BOLI Process From Start to Finish
October 2008	Peggy C. Ross, Governor’s Affirmative Action Office	Addressing the Generational Mysteries in the Workplace
September 2008	Ron Meek, Oregon Housing and Community Services Helen Bamford, Public Employee Retirement System	Cultural Competency Assessments
August 2008	Group Discussion	What Are Your Expectations From the GAAO?
July 2008	Daniel Rodriguez, Dept. of Administrative Services Deon Johnson, Dept. of Human Services	Networking Techniques

Appendix D: Events Attended by GAAO

The GAAO has focused on outreach as a means of proactively generating goodwill within state agencies and interest among historically excluded groups in state employment, education, and business. Professionals from protected classes cannot become involved in state affairs if they are unaware of those opportunities. GAAO staff members regularly attend public events that are sponsored by organizations that represent protected classes—such as cultural celebrations and scholarship award ceremonies—as a show of solidarity and of valuing the event and the minority group. The GAAO is often asked to represent the Governor by giving remarks and reading a letter or proclamation.

Date	Event	Sponsor	Location (Oregon)	Attendee	Role
06/28/10	50th Annual Communication for Prince Hall Grand Lodge F and A.M.	Prince Hall Grand Lodge F and A.M.	Portland	Peggy C. Ross (PCR)	Remarks and read proclamation
06/27/10	Bangladeshi Children's Event	Oregon Bangladesh American Community	Hillsboro	PCR	Remarks and read proclamation
06/26/10	World Beat Festival	Salem Multicultural Institute	Salem	Katherine Mangloña (KM)	Read Governor's Letter
06/25/10	Bhutanese Cultural Dance Presentation	Salem Multicultural Institute	Salem	KM	Attended
06/21/10	Native American Chamber of Commerce Summer Networking Reception	Native American Chamber of Commerce	Portland	PCR, Kristy Athens (KA)	Attended
06/21/10	"Understanding Racial Disproportionality and Racial Disparities"	Portland General Electric, Portland State University, Dept. of Human Services, others	Portland	PCR	Attended
06/17/10	Welcoming Tea Ceremony for Bhutanese Delegation	Salem Multicultural Institute	Salem	KM	Attended
06/16/10	Pacific Power centennial celebration	Pacific Power	Portland	PCR	Remarks and read proclamation
06/15/10	Bridge Meadows groundbreaking ceremony	Bridge Meadows	Portland	PCR	Remarks and read Gov's Letter
06/11/10	NAYA Academy graduation ceremony	NAYA Family Center	Portland	PCR	Attended
06/05/10	Western Oregon Univ. scholarship banquet	Oregon Lottery	Salem	PCR	Attended
05/26/10	Memorial Service for Lenn Hannon	State Capitol	Salem	KA	Attended
05/25/10	Local Leaders Exchange Dinner	NE Coalition Office	Portland	PCR	Attended
05/23/10	Asian Kite Festival	Asian Council	Salem	KM	Attended
05/22/10	Reception for Prof. Mohammed Yunus	Grameen-Intel Joint Venture	Portland	PCR	Attended
05/20/10	Community Unity Breakfast	African American Alliance	Portland	PCR	Attended
05/15/10	Asia Fest	Asian Reporter Foundation	Portland	KM, KA	KM Read proclamation
05/14/10	Tribal Government Day	State Capitol	Salem	KA	Attended
05/08/10	Jefferson Dancers	Jefferson High School	Portland	PCR	Attended

Date	Event	Sponsor	Location (Oregon)	Attendee	Role
05/03/10	Cinco de Mayo Celebration	Oregon Youth Authority	Salem	PCR, KA	PCR Remarks and read proclamation
05/01/10	Working Lunch Session	Emerge Oregon	Portland	PCR	Speaker
04/29/10	Early College Academy Luncheon	NAYA Family Center	Portland	PCR	Attended
04/27/10	El Poder de la Mujer Conference	Portland Community College Rock Creek	Hillsboro	PCR	Attended
04/23/10	Scholarship Awards Banquet	Asian Reporter Foundation	Portland	PCR	Attended
04/22/10	African American Leadership Forum	Self Enhancement, Inc.	Portland	PCR	Attended
04/15/10	Community Unity Breakfast	African American Alliance	Portland	PCR	Attended
04/10/10	Bangladeshi Cultural Event	Bangladeshi Community of Greater Portland	Portland	PCR	Attended
03/18/10	Community Unity Breakfast	African American Alliance	Portland	PCR	Attended
03/17/10	Lecture "Women's History is Everyone's History"	Oregon State Library	Salem	PCR	Attended
03/14/10	66th Anniversary Celebration	Vancouver Ave. First Baptist Church	Portland	PCR	Attended
02/28/10	Gospel Worship Experience	Highland Christian Center	Portland	PCR	Attended
02/28/10	Miss Black Oregon Pageant	Miss Black America	Portland	PCR	Attended
02/26/10	Black History Month Celebration "The Resurrection of Hope"	Oregon Youth Authority	Salem	PCR, KM	PCR Remarks and read proclamation
02/24/10	Black History Month Celebration "The Origin of Our Roots"	Oregon Youth Authority	Salem	PCR, KM, KA	PCR Remarks and read proclamation
02/23/10	Hispanic Chamber of Commerce Honoring Patricia Cabrera, La Calaca Comeloma	Hispanic Chamber of Commerce	Portland	PCR	Attended
02/20/10	Annual Gala Celebration	Oregon NW Black Pioneers	Salem	PCR	Attended
02/18/10	15th Annual Portland Roast	Portland Schools Foundation	Portland	PCR	Attended
02/17/10	13th Annual Community Banquet	Black United Fund of Oregon	Portland	PCR	Attended
02/16/10	University of Oregon luncheon to meet new president	University of Oregon Office of the President	Portland	PCR	Attended
02/12/10	Meet and greet Rodney Ferguson	Spirit Mountain Casino	Grand Ronde	PCR	Attended
02/10/10	Intel info meeting with Morgan Anderson	Intel Corp.	Hillsboro	PCR	Attended
02/05/10	20th Annual Cascade Festival of African Films	Portland Community College	Portland	PCR	Attended
01/30/10	Lunar New Year Celebration	Vietnamese Voice in Salem	Salem	KM	Attended
01/29/10	César E. Chávez Blvd. Installation Ceremony	City of Portland	Portland	PCR	Attended

Date	Event	Sponsor	Location (Oregon)	Attendee	Role
01/23/10	American Leadership Forum of Oregon "On the Brink of Economic Failure: Can Oregon Survive?"	American Leadership Forum	Portland	PCR	Attended
01/18/10	Martin Luther King Jr. Breakfast	Skanner Foundation	Portland	PCR	Remarks and read proclamation
01/18/10	25th Anniversary Keep Living the Dream	World Arts Foundation	Portland	PCR	Remarks and read proclamation
01/17/10	"Living the Dream" Drum Major Scholarship Ecumenical Services	Vancouver Avenue First Baptist Church	Portland	PCR	Remarks and read Governor's letter
01/13/10	Third Annual Korean-American Day	Oregon Korean American Day Commission and The Federation of Korean American Association of Northwest States, USA	Tigard	PCR, KM	PCR Remarks and read proclamation
12/31/09	Seventh Annual Khmer Heritage Night Celebration	Cambodian-American Community of Oregon	Portland	KM	Read proclamation
12/12/09	Jefferson High School Annual Alumni and Awards Celebration	Jefferson High School	Portland	PCR	Speaker
12/08/09	NW EEO Annual Member Luncheon	NW Equal Employment Office / Affirmative Action	Portland	KM, Dianne Wood (DW)	Attendees
11/16/09	2009 Governor's Summit	State agencies dealing with juveniles	Portland	PCR	Attendee
11/16/09	Eliminating Disproportionate Minority Contact in the Juvenile Justice and Child Welfare Systems	Oregon Youth Authority	Portland	PCR	Attendee
11/14/09	Salem-Keizer NAACP Annual Freedom Fund Banquet	Salem-Keizer National Association for the Advancement of Colored People	Red Lion Inn	KM	Attendee
11/12/09	2009 Spirit of Portland Awards	Office of Neighborhood Involvement/ Commissioner Amanda Fritz	Portland	PCR	Attendee
11/12/09	Civil Rights: A State and Federal Update on Discrimination	Oregon State Bar	Tigard	DW	Attendee
11/05/09	OFCCP Presentation / Mock Audit	NW Equal Employment Office, Oregon Southwest Washington Industry Liaison Group	Portland	PCR	Attendee
11/02/09	An Eye on Civil Rights: A State of Federal Update on Discrimination	Civil Rights Section/CLE Seminars	Portland	DW	Attendee
11/01/09	"State of Black Oregon Symposium: A Call for Action and Accountability"	Urban League of Portland	Portland	PCR	Speaker
10/31/09	Commission on Black Affairs Committee	Advocacy Commission/Commission on Black Affairs	Portland	PCR	Speaker
10/22/09	Asian Health and Services Center Annual Fundraising Dinner	Dept. of Human Services, Multicultural Office	Portland	PCR	Attendee
10/10/09	Guelaguetza	Oregon State Hispanic Employees Network	Salem	DW	Attendee
10/08/09	Community Issues Breakfast and Forum	Northwest Health Foundation, United Way of the Columbia-Willamette	Portland	PCR	Attendee
10/08/09	Women's Leadership Luncheon	New Leadership OREGON	Portland	PCR	Attendee
09/26/09	Second Annual National Hispanic Heritage Month Celebration	Oregon Youth Authority	Salem	PCR	Remarks and read proclamation

Date	Event	Sponsor	Location (Oregon)	Attendee	Role
09/25/09	OMHS Open House	Dept. of Human Services	Portland	PCR	Remarks
09/25/09	OWLS 20th Anniversary Program and Reception	Oregon Women Lawyers	Portland	DW	Attendee
09/19/09	15th Anniversary Celebration	Portland Taiko	Portland	PCR	Attendee
09/15/09	150 Years of Latino(a) Contributions in Oregon	OR State Hispanic Employees Network	Capital Galleria	PCR, DW	Attendees
09/11/09	Ribbon Cutting and Reopening Ceremony	Carlington Clinic, Cascadia Behavioral Healthcare, Inc.	Portland	PCR	Remarks
09/10/09	Hispanic Heritage Celebration	Hispanic Metropolitan Chamber	Portland	PCR	Attendee
08/30/09	Mural for Disadvantaged Youth	Multicultural Integrated Kidney Education Program (MIKE Program)	Portland	PCR	Remarks
08/21/09	H1N1 Influenza Preparedness Summit	OR Department of Human Services - Public Health Division	Salem	PCR	Attendee
08/15/09	African American Health Summit	Portland Alumnae Chapter of Delta Sigma Theta	Portland	PCR	Attendee
08/07/09	"Tap Dancin' on My Last Nerve!"	NOBEL/Women, the National Organization of Black Elected Legislators	Portland	PCR	Attendee
07/27/09	State of Black Oregon	Urban League of Portland	Portland	PCR	Attendee
07/15/09	OPPMA Performance Measurement Conference	Willamette University's Center for Governance and Public Policy and PPMRN	Salem	KM	Attendee
07/11/09	Emerging Oregon	Oregon Education Association	Portland	PCR	Attendee
06/27/09	World Beat Festival	Salem Multicultural Institute	Salem	KM	Attendee
06/21/09	Juneteenth Celebration and Honoring Mrs. Clara Peoples	Bethel AME Church	Portland	PCR	Remarks and read proclamation
06/20/09	Juneteenth Day at Jefferson High Schools	Jefferson High School	Portland	PCR	Remarks
06/20/09	Community Partnerships Annual Fundraising Banquet	Irvington Covenant Community Development Corp.	Portland	PCR	Attendee
06/15/09	NAACP's Juneteenth Celebration	Boys and Girls Club	Salem	KM	Read proclamation
06/14/09	Bangladeshi Cultural Event	Portland Community College	Portland	PCR	Remarks and read proclamation
06/12/09	NAYA Early College Academy Graduation Ceremony	NAYA	Portland	PCR	Attendee
06/06/09	Emerging Oregon Reception		Portland	PCR	Attendee
06/04/09	School Facilities Issue Breakfast	Center for Innovative School Facilities and OR Association of Education Service Districts	Portland	PCR	Attendee
05/30/09	Asia Fest	Asian Reporter	Portland	PCR, KM	PCR remarks and read proclamation
05/28/09	Albina Early Head Start Ribbon-cutting and Renaming Celebration	Albina Early Head Start	Portland	PCR	Attendee
05/15/09	National Association of Disability Examiners (NADE) Training Conference	National Association of Disability Examiners (NADE)	Salem	KM	Attendee

Date	Event	Sponsor	Location (Oregon)	Attendee	Role
05/09/09	100th Anniversary of the preeminent civil rights organization/37th Freedom Fund Banquet	NAACP, Corvallis-Albany Branch	Albany	PCR	Remarks and read proclamation
05/08/09	Asian Pacific Islander Legislative Day		Salem	PCR	Speaker
05/08/09	Salem World Beat Festival	Salem Multicultural Institute	Salem	KM	Attendee
05/07/09	21st Annual Conference Luncheon and Trade Show	Oregon Association of Minority Entrepreneurs	Portland	PCR	Attendee
04/27/09	Breakfast and Luncheon	Urban League of Portland	Portland	PCR	Attendee
04/18/09	Eleventh Annual Scholarship and Awards Banquet	The Asian Reporter Foundation	Portland	PCR	Attendee
04/18/09	The Asian Reporter	Legin Restaurant	Portland	PCR	Attendee
04/16/09	Community Unity Breakfast	African American Alliance	Portland	PCR	Attendee
04/11/09	Art for International High School	International High School	Portland	PCR	Attendee
04/05/09	Arts and Culture Series	International High School	Portland	PCR	Attendee
03/31/09	Chávez Day Gathering at the Oregon Capitol	Oregon Farm Workers Ministry CAUSA, Voz Hispana Causa Chavista	Salem	PCR	Attendee
03/31/09	Fifth Biennial César E. Chávez Day	Pineros y Campesinos Unidos del Noreoeste (PCUN), Oregon Farm Ministry, CAUSA, Voz Hispana Causa Chavista.	Salem	PCR	Attendee
03/26/09	Imagine Inclusion Working	OBLIN	Portland	PCR	Attendee
03/16/09	Champions of Diversity Luncheon	Portland Development Commission	Portland	PCR	Attendee
03/03/09	Campaign for Equal Justice	adidas, NIKE	Portland	KM	Attendee
02/26/09	African American Heritage Month Observance celebration	Oregon National Guard Military Department	Salem	Joy Howard (JBH)	Attendee
02/25/09	"Living the Dream" Black History Celebration	Oregon Youth Authority	Salem	PCR, JBH	PCR Remarks and read proclamation
02/24/09	Portland 14th Annual Roast Festival	Portland Schools Foundation	Portland	PCR	Attendee
02/24/09	Women Helping Women	YWCA	Salem	KM	Attendee
02/22/09	21st Pastoral Appreciation	Celebration Tabernacle Church	Portland	PCR	Speaker
02/22/09	Living the Legacy "Engaging Today's Leaders	Oregon Public Broadcasting	Portland	PCR	Attendee
02/19/09	Passing Score Meeting	Oregon Educator Licensure Assessment	Portland	PCR	Attendee
02/11/09	Celebration Tabernacle Church	Church	Portland	PCR	Attendee
02/09/09	Chinese New Year Banquet	Chinese Consolidated Benevolent Association	Portland	PCR	Attendee
01/22/09	Living the Legacy "Engaging Today's Leaders	Portland State Univ.	Portland	PCR	Attendee

Date	Event	Sponsor	Location (Oregon)	Attendee	Role
01/19/09	World Arts Foundation MLK Celebration	Highland Christian Center	Portland	PCR	Remarks and read proclamation
01/19/09	24th Annual Tribute to Rev. MLK Jr.	World Arts Foundation	Portland	PCR	Attendee
01/19/09	Martin Luther King Jr. Breakfast	The Skanner	Portland	PCR	Attendee
01/09/09	NAACP Open House	NAACP/Portland Chapter	Portland	PCR	Attendee
12/27/08	Khmer Heritage Night	Cambodian American Community of Oregon	Portland	KM	Attendee
12/13/08	Jefferson High School Alumni Dinner and Awards	Jefferson High School	Portland	PCR	Attendee
12/11/08	Japan's Emperor Birthday	Consulate General of Japan	Portland	PCR	Attendee
12/10/08	Salem Speaks Up! Celebrating Universal Declaration of Human Rights Day	City of Salem community members	Salem	KM	Read proclamation
12/10/08	Easter Seals of Oregon	Easter Seals of Oregon	Portland	PCR	attendee
12/05/08	Meeting	North Northeast Business Association	Portland	PCR	Attendee
12/04/08	Women's Leadership Luncheon	Portland State Univ.	Portland	PCR	Attended
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	Portland	PCR	Attendee
11/14/08	Celebrating Native American Month	NAYA Family Center	Portland	PCR	Attendee
11/12/08	11th Annual Tribal State Government to Government Summit	Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians	Florence	PCR	Attendee
10/31/08	Champions of Diversity Luncheon	The Diversity Institute	Portland	PCR	Attendee
10/25/08	25th Year Anniversary "Come Get Delirious"	Interstate Firehouse Cultural Center	Portland	PCR	Attendee
10/22/08	Disability Business Assoc.'s Mini Conf and Tradeshow	Disability Business Association	Portland	PCR	Attendee
10/21/08	2008 Equal Opportunity Day Dinner	Urban League of Portland	Portland	PCR	Attendee
10/20/08	Welcome Reception re: 2008 Equal Opportunity Day Dinner	Urban League of Portland	Portland	PCR	Attendee
10/17/08	Fourth Annual Health Disparities Conference: We Can Make a Difference	African American Health Coalition, Inc.	Portland	PCR	Attendee
10/16/08	Board of Visitors "General Interest Meeting with OSU President Ed Ray"	Oregon State University	Portland	PCR	Attendee
10/11/08	24th Annual Women of Achievement Awards Dinner	Oregon Commission for Women	Portland	PCR	Remarks and read Gov's Letter
10/09/08	Appreciation Event	Black United Fund of Oregon	Portland	PCR	Attendee
10/07/08	GAAO Training: Generational Differences in the Workplace	Oregon State Lands	Salem	PCR, JBH	PCR: Trainer JBH: Assistant
10/07/08	2008 USBLN Conference	United States Business Leadership Network	Portland	PCR, KM	PCR Speech

Date	Event	Sponsor	Location (Oregon)	Attendee	Role
10/07/08	OBLN Annual Conference	Oregon Business Leadership Oregon	Portland	PCR	Panel Member
10/04/08	2008 Partners in Service Program	Rotary District 5100/Rotary Clubs of Oregon and SW Washington	Portland	PCR	Attendee
10/02/08	Black Parent Initiative (BPI): "Inaugural Launch"	Black Parent Initiative	Portland	PCR	Attendee
10/01/08	2008 MED Week Awards Luncheon	Minority Business Opportunity Committee	Portland	PCR	Attendee
09/28/08	Oregon Nikkei Endowment Banquet	Oregon Nikkei Endowment	Portland	PCR	Attendee
09/23/08	Rotary Club of Portland's Weekly Luncheon	Rotary Club of Portland	Portland	PCR	Attendee
09/18/08	PMA Annual Conference	Public Management Association	Salem	PCR	Attendee
09/13/08	12th Annual Powwow	Oregon Youth Authority	Woodburn	PCR, JBH	Attendee
09/13/08	State of Oregon Career Fair	Department of Administrative Services	Salem	PCR, JBH	Attendee
09/11/08	Joint meeting of the Commissions	Oregon Advocacy Center	Salem	PCR	Attendee
09/10/08	Hispanic Heritage Dinner	Hispanic Metropolitan Chamber	Portland	PCR	Attendee
08/27/08	Youth Summit Banquet	Corner Stone Community Services	Portland	PCR	Attendee
08/26/08	ACCA 22nd Annual National Training Institute Conference	American Contract Compliance Association	Portland	PCR	Attendee
08/16/08	India Festival 2009	India Cultural Association	Portland	PCR, DW	PCR Remarks and read Proclamation
08/14/08	Meeting with Kenyan Ambassador Peter N.R.O. Ogego	Harambee Centre	Salem	PCR, KM	Staffed Governor
08/12/08	Diversity implementation planning for Oregon Sesquicentennial	Sho and Loen Dozono	Portland	PCR	Attendee
08/09/08	CFAA Convention	Council of Filipino American Associations	Portland	PCR, KM	Attendee
08/08/08	Meeting with Philippine Ambassador, H.E. Willy C. Gaa	Philippine Chamber of Commerce	Salem	PCR, KM	Staffed Governor
08/06/08	Women's Leadership Lunch and Learn Series	YWCA	Salem	PCR, KM	Attendee
08/01/08	Oregon Cultural Trust Announces Recipient of Grants Reception	Oregon Cultural Trust	Salem	PCR, KM	Attendee
07/31/08	Ninth Annual Summer Social Fundraiser	OMLA/Oregon Minority Lawyers Association	Portland	PCR	Attendee
07/26/08	60th Anniversary Desegregation of Armed Forces	Department of Veterans Affairs	Salem	PCR, JBH	PCR Remarks and read proclamation

Appendix E: Proclamations Originated in Governor's Affirmative Action Office

July 1, 2008 – June 30, 2010

2010

January 2010	Chinese New Year Vietnamese New Year/Tet Festival Rev. Dr. Martin Luther King, Jr. Remembrance Day Korean-American Day
February 2010	African American History Month
March 2010	Women's History Month
April 2010	Multicultural Awareness Month
May 2010	Asian Pacific American Heritage Month
June 2010	Juneteenth Independence Day Gay and Lesbian Pride Month Bangladesh Day Pacific Power Centennial Day Prince Hall Free and Accepted Masonic Days

2009

January 2009	Chinese New Year Vietnamese New Year/Tet Festival Rev. Dr. Martin Luther King, Jr. Remembrance Day
February 2009	African American History Month
March 2009	Women's History Month
May 2009	Portland Alumnae and Beta Psi Chapters of Delta Sigma Theta Sorority Day Asian Pacific American Heritage Month A Day to Celebrate the Corvallis-Albany Branch of the NAACP
June 2009	Juneteenth Independence Day Gay and Lesbian Pride Month
July 2009	Americans with Disabilities Act Awareness Month

August 2009	India Day Women's Equality Day
September 2009	Hispanic Heritage Month
October 2009	National Disabilities Employment Awareness Month
November 2009	National American Indian Heritage Month Veterans' Day
December 2009	Cambodian American Heritage Month Human Rights Day Rosa Parks Day

2008

July 2008	60th Anniversary of the Desegregation of the Armed Forces
August 2008	India Day Women's Equality Day
September 2008	Hispanic Heritage Month
October 2008	National Disabilities Employment Awareness Month
November 2008	National American Indian Heritage Month
December 2008	Cambodian American Heritage Month Human Rights Day Rosa Parks Day

Appendix F: Status of Agencies' 2011 – 2013 Affirmative Action Plans

Approved—State Agency

1. Administrative Services, Oregon Department of
2. Agriculture, Oregon Department of
3. Business Oregon
4. Children and Families, Oregon Commission for
5. Consumer and Business Services, Department of
6. Corrections, Oregon Department of
7. Criminal Justice Commission, Oregon
8. Dentistry, Oregon Board of
9. Education, Oregon Department of
10. Employment Department, Oregon
11. Employment Relations Board, Oregon
12. Energy, Oregon Department of
13. Environmental Quality, Oregon Department of
14. Fish and Wildlife, Oregon Department of
15. Forestry, Oregon Department of
16. Health Licensing Agency, Oregon
17. Housing and Community Services, Department of
18. Human Services, Department of
19. Justice, Oregon Department of
20. Labor and Industries, Oregon Bureau of
21. Land Conservation and Development, Department of
22. Land Use Board of Appeals, Oregon
23. Library, Oregon State
24. Liquor Control Commission, Oregon
25. Long-Term Care Ombudsman, Office of
26. Lottery, Oregon
27. Medical Board, Oregon
28. Military Department, Oregon
29. Parks and Recreation Department, Oregon
30. Pharmacy, Oregon Board of
31. Police Department, Oregon State
32. Public Employees Retirement System, Oregon
33. Public Safety Standards and Training, Department of
34. Public Utility Commission, Oregon
35. Racing Commission, Oregon
36. Revenue, Oregon Department of
37. Secretary of State, Oregon
38. State Lands, Oregon Department of
39. Student Assistance Commission, Oregon
40. Transportation, Oregon Department of
41. Veterans Affairs, Oregon Department of
42. Water Resources Department, Oregon

43. Watershed Enhancement Board, Oregon
44. Youth Authority, Oregon

Approved—University System

45. Eastern Oregon University
46. Oregon State University
47. Oregon University System, Chancellor's Office
48. Portland State University
49. University of Oregon
50. Western Oregon University

Under Evaluation

1. Accountancy, Oregon Board of
2. Aviation, Oregon Department of
3. Blind, Commission for the
4. Chiropractic Examiners, Oregon Board of
5. Community and Workforce Development, Department of
6. Construction Contractors Board
7. Counselors and Therapists, Board of Licensed Professional
8. Dietitians, Board of Examiners of Licensed
9. Geology and Mineral Industries, Department of
10. Government Ethics Commission
11. Marine Board, Oregon State
12. Medical Imaging, Oregon Board of
13. Mortuary and Cemetery Board, Oregon
14. Naturopathic Medicine, Oregon Board of
15. Nursing, Oregon Board of
16. Occupational Therapy Licensing Board
17. Parole and Post-Prison Supervision, Board of
18. Physical Therapist Licensing Board
19. Psychiatric Security Review Board
20. Psychologist Examiners, State Board of
21. Real Estate Agency, Oregon
22. Social Workers, Oregon State Board of Licensed
23. Speech Pathology & Audiology, Board of
24. Veterinary Medical Examining Board (OVMED)

Not Submitted

1. State Treasurer, Office of the
2. Tax Practitioner, State Board of

Governor's Affirmative Action Office

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