



State of Oregon

Governor's Office of
Diversity & Inclusion / Affirmative Action

AFFIRMATIVE ACTION SUMMARY REPORT

July 1, 2013 – June 30, 2015



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JOHN A. KITZHABER, MD
GOVERNOR



June 15, 2013

The Honorable John A. Kitzhaber,
Governor of Oregon
State Capitol
900 Court St. NE
Salem, OR 97301

Dear Governor John A. Kitzhaber:

It is an honor and with great satisfaction that I present the State of Oregon's *July 1, 2013 – June 30, 2015 Affirmative Action Summary Report*. This report details the efforts that state government agencies, with the assistance of the Governor's Diversity & Inclusion/Affirmative Action Office, have made and future strategies to promote Oregon as a leader for workforce diversity, service delivery excellence and a developed organizational culture of inclusion. I am sure you will agree that, while there are many examples of successes to this end, our work is just beginning in developing a statewide delivery system that has the skill set and multi-cultural capacity to thrive in meeting the rapidly changing service demands of today's Oregonians.

Thank you for your support of Diversity & Inclusion/Affirmative Action throughout your term as Governor of the State of Oregon. Your leadership has provided our team with the needed capital to begin implementing the Diversity & Inclusion vision and discipline across the State of Oregon delivery system. Our next steps call for leveraging our current momentum by directing some of our efforts in partnership with the mid-size and smaller agencies; all the while continuing our focus on long-term sustainable goals as the principle measurement of our success throughout the State of Oregon Enterprise. Our team looks forward to being of resource and guiding our agencies to multiple successes as we continue to implement initiatives and strategies that meet the demands of a changing demographic.

I am confident that the work and vision our office has established, under your leadership, has moved the State of Oregon further toward its goal of inclusion as a business ethic; improving our delivery system while also increasing access and equity for all Oregonians.

Respectfully yours,

A handwritten signature in black ink, appearing to read "Frank Garcia, Jr.", written in a cursive style.

Frank Garcia, Jr., Director
Diversity & Inclusion/Affirmative Action
Office of the Governor

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EXECUTIVE SUMMARY

In January of 2011, newly-elected Governor Kitzhaber was intentional in changing the working titles of Affirmative Action to Diversity and Inclusion and the Advocate for Minority, Women and Emerging Small Business to Economic & Business Equity in an effort to signal that how we do business at the State of Oregon must change. Moreover, that we must intentionally diversify our workforce, operations and perspectives; and develop organizational cultural competence, if we wish the State of Oregon to thrive, lead, and grow the support and confidence of a vastly increased multi-cultural Oregon. This new, 21st century, language and discipline sits on the foundation of Suffrage, Civil Rights, Affirmative Action and Access & Equity, but focuses its attention on problem-solving, organizational performance, innovation, leadership, value-added outcomes and service delivery accountability. To assist us with the implementation of our vision, our office has aligned with author Andreas Tapia's description of Diversity as the "mix" (noun) and Inclusion as "getting the mix to work (verb)." This definition focuses its attention on next steps, action items and follow-through, which historically has been a challenge for organizations to complete in pursuit of their diversity interests.

It is our hope, over time, that this vision will develop a leadership culture that fosters and embeds Diversity and Inclusion throughout the State of Oregon. Some examples to this end include: increased diverse and multi-cultural perspectives throughout the State of Oregon system; improved business and service delivery outcomes; significantly increased certified firm contracting inclusion; improved individual and organizational cultural competence; organizational accountability; maximization of taxpayer dollars; and improved public confidence and community relations. Ultimately, improving the outcomes of our business and service delivery system and organizational culture so that Diversity and Inclusion (D&I) becomes a "turnkey" by employees and volunteers in policy, operations, and day-to-day activities. D&I becomes an organizational imperative, "it's something we just do."

There are several goals of this biennial report, but we would like to highlight our primary goals:

1. to illustrate the current State of Diversity & Inclusion at the State of Oregon,
2. to show the progress we are making,
3. to establish a pathway and provide direction for where we are headed in our identified goals, and
4. to establish this report as a valuable resource tool for state agencies and the public for not only understanding the importance and value of Affirmative Action, access, equity, diversity and inclusion, but to also be utilized as a resource for policy and program development application as well.

This report contains data and information on progress the State of Oregon has made and is doing in regards to Affirmative Action, diversity, and inclusion across the State of Oregon enterprise. In addition to our traditional workforce diversity data, risk management data from Dept. of Administrative Services, and discrimination claims for

the Bureau of Labor and Industries, we highlight new strategies into two primary workforce categories: 1.) recruitment/placement and 2.) retention/promotion.

In order to create effective strategies to improve the State of Oregon's recruitment, placement, retention, and promotion strategies, the Governor's Office of Diversity & Inclusion/Affirmative Action:

1. Convenes the quarterly Governor's Diversity & Inclusion Agency Head Kitchen Cabinet;
2. Works with and provides advice to stakeholder groups, policy-makers, and constituents to better serve the increasingly diverse state population;
3. Creates a pipeline of diverse and qualified individuals through internship program initiatives;
4. Collaborates with state agencies on diversity;
5. Monitors and responds to Affirmative Action, Equal Employment Opportunity, workforce data, the State of Oregon service delivery systems, agencies organizational culture;
6. Collects, analyzes, and monitors data;
7. Provides information and referral services; and
8. Responds to public inquiries regarding civil rights, access, equity, justice, discrimination concerns.

The Governor's Office of Diversity & Inclusion/Affirmative Action believes that the following recommendations focus on the current organizational service needs of the State of Oregon and lay the foundation for an intentional commitment to champion the recruitment, placement, retention, and promotion of all protected classes and all skill sets required to match the public demands. This will create an inclusionary and developed professional environment and establish programs and resources that strive to eradicate any existing discriminatory conditions or practices, whether intentional or unintentional.

In order for the State to achieve its goals, agencies must:

1. Approach Affirmation Action, Diversity and Inclusion as an opportunity for problem-solving, innovation, a value-add;
2. Organization development;
3. Seek ways to create succession plans by looking at their recruitment, placement, retention, promotion strategies;
4. Monitor their agency's risk management data;
5. Create strategies for community engagement;
6. Develop new or revise policies to err on inclusion; and
7. Establish diversity and inclusion as a business ethic.

We recognize that this biennium continues to be affected by the recession and the results show by a decreased number of state employees, yet higher demand for services. Shrinking budgets and downsizing are forcing the State of Oregon workforce to leverage its talent and capital for the benefit of all Oregonians. It allows us to look at how we conduct business so that we can be more efficient and effective. These strategies should assist agencies with the identification and implementation of future strategies for improving workforce diversity and inclusion. It is our goal that this report establish itself as a widely used and valuable resource tool for state agencies

and the public for not only understanding the importance and value of Affirmative Action, access, equity, diversity and inclusion, but to also be utilized as a resource for policy and program development application as well.

INTRODUCTION

History of the Governor's Office of Diversity & Inclusion / Affirmative Action

The Governor's Office of Diversity & Inclusion/Affirmative Action ensures that Oregon's state government has created, maintains and embeds a diverse and inclusive environment and organizational culture throughout the state delivery system. Our office also ensures that all Oregonians, regardless of gender, age, race, national origin, color, ethnicity, religion, people with disabilities, sexual orientation, veterans (etc.), have a fair and equal chance for available job opportunities in state government.

We work both inside and outside of state government with everyone from state agency heads, human resources and on-the-ground staff to community-based organizations and the general public. This not only identifies systemic barriers and weaknesses that stand in the way of a diverse and inclusive workforce, but also finds and implements effective solutions that will fix the problems and improve the performance and service delivery of state organizations.

While the Diversity & Inclusion/Affirmative Action office was created by federal and state laws, we are working to build an organization that uses the concepts of Diversity & Inclusion, e.g. problem-solving, innovation, organizational development, to create workplaces that are stronger, better functioning, and more dynamic - and can deliver the best possible service to the people of Oregon.

Diversity and Inclusion

As described by author Andreas Tapia in 2010, we have adopted and use his definition of Diversity as the "Mix" (noun) and Inclusion is "getting the mix to work" (verb). We recognize diversity as the collective mixtures of our differences and similarities. We seek out these differences as a strength in order to maximize our competitive advantage through innovation, effectiveness and adaptability.

Inclusion is "leveraging diversity", and building/sustaining a culture where people are engaged and motivated. Ultimately, Inclusion is the environment we create to allow these differences to thrive. We avoid exclusion -- the antithesis of Inclusion - as this is a powerful action that leads to alienation, marginalization and disenfranchisement and shapes the lens of communities that are historically underrepresented in society.

Typically, we think of Diversity in a US centric - traditional way, referring primarily to gender and ethnicity. Diversity has a global perspective and includes a lot more -- it includes thoughts, communication style, interests, languages, values and beliefs, and a variety of dimensions. It's really about all of the differences that we bring into the workplace.

The way we include diverse communities is critical to building and implementing our policy agenda. This involves building a base of trusted confidants from beginning to end, through the use of consistent and intentional outreach & communication actions by "finding common ground" and the use of "telling a story." The social press is a partner in influencing and changing overall public opinion.

Mission and Objectives

The mission of the Governor's Office of Diversity & Inclusion/Affirmative Action 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 Governor's Office of Diversity & Inclusion/Affirmative Action 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 leader in diversity and inclusion, innovation, efficiencies, and effectiveness;
5. Recruitment, placement, retention, promotion and monitoring of ethnic 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;
8. Promotion of accessibility and opportunity in state government for all Oregonians; and
9. Restore public confidence in the State of Oregon.



The philosophy of the Governor's Office of Diversity & Inclusion/Affirmative Action is to ensure that diversity & inclusion is embedded within the organizational culture and practice within state government.

Affirmative Action Background

ORS 659A.012 established a statewide policy around equal employment opportunity and advancement. Agencies in the executive branch were charged to create and submit their agency Affirmative Action Plan to the Governor's Office. These Affirmation Action Plans are submitted on a biennial basis; then reviewed to ensure compliance with ORS 659A.012; and followed by a summary report that is presented to the Governor who finally presents it to the Legislature. It is the intention of the Governor's Office to focus on agencies' best practices around diversity and inclusion efforts and capture agencies' goals for improvement in the next biennium.

All Affirmative Action plans are reviewed by the Governor’s staff in the Diversity, Inclusion and Affirmative Action Office. In order for agencies to create a comprehensive Affirmative Action Plan, Governor’s Office staff conducted monthly meetings with Affirmative Action representatives to provide technical assistance and support. These plans are to be used by agencies as a tool to further their diversity, inclusion and affirmative action goals, and not only to be looked at from a data standpoint. Although data trends are important to monitor and analyze improvements and trends.

The Affirmative Action program was first established in the State of Oregon on July 1, 1975 in an effort to eliminate the effects of past and present under-representation, intended or unintended, that were evident by analysis of employment patterns, practices and policies. The following chart includes those that have been appointed to serve as the 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	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 - January 2011	Peggy C. Ross	Theodore Kulongoski
January 2011 - Present	Frank Garcia, Jr.	John Kitzhaber



Governor's Diversity & Inclusion Staff



Frank Garcia, Jr. serves as the Director and Senior Policy Advisor to the Governor on Diversity & Inclusion and Affirmative Action. With more than 15 years of experience in state government, Frank has worked for several agencies in the capacity of organizational change management, operations and policy, research and development, human resources, multicultural communications and public relations, and diversity and inclusion. Most recently, Frank served as the Diversity Administrator for the Oregon State Bar where he led and implemented a system-wide vision and strategic plan. For the Governor's Office, he continues to champion diversity and inclusion by embedding D&I as a business and organizational development ethic. His passion for change and being a change leader has been demonstrated by his commitment to ensure that no community is excluded.



Jenny Lee Berry serves as the Deputy Director for Diversity & Inclusion/Affirmative Action. She works with state agencies on their Affirmative Action plans, and assists with program planning, design and implementation around diversity initiatives. Prior to joining the Governor's Office in August 2012, Jenny worked for Dept. of Human Services' Public Health Division in the Office of Multicultural Health (renamed OHA/Office of Equity and Inclusion) for about 9 years. She worked towards ending health disparities for racial and ethnic communities through policy development, program planning and implementation. She most recently repatriated from Shanghai, China where she and her family lived for nearly four years. Her experience and work with diverse communities and state agency partners has been valuable to the office.



Joy Howard serves as Executive Assistant in the Governor's Office to both the Diversity & Inclusion and Economic & Business Equity teams. She joined the Governor's Office in April 2011 and brings deep and broad knowledge of and experience working with the State.

DIVERSITY & INCLUSION/AFFIRMATIVE ACTION OVERSIGHT, PROGRAMS, TRAININGS

To support Governor Kitzhaber's goal for a diverse and inclusive Oregon, the Governor's Office of Diversity & Inclusion/Affirmative Action provides oversight, consultation, monitoring, training and programs in the following areas:

- Advocacy Commissions
- Community Engagement and Outreach
- Consultation and Technical Assistance
- Cultural Competency Assessment and Implementation Services
- Data Analysis
- Diversity & Inclusion News, Resources, Job Opportunities Communication
- Government Operations
- Immigration
- Policy Development
- Racial and Ethnic Appointees to Boards and Commissions
- State Agency Collaborations
- Statewide Diversity Conference
- Statewide Exit Interviews
- Training Opportunities



Advocacy Commissions

The Governor's Office of Diversity & Inclusion/Affirmative Action continues to provide consultation and policy direction for the Advocacy Commissions. The Commissions for Black Affairs, Asian & Pacific Islander Affairs, Hispanic Affairs, and Women have proven to be valuable for community and stakeholders. These Governor-appointed commissioners are respected members of their communities and providing the community at-large with the opportunity to voice their concerns in a way that is solutions-based has had positive reactions within the communities.

In 2011, a law student intern from Willamette University provided research on hate crimes in Oregon. As a result, the advocacy commissions and Dept. of Justice are working on future joint legislation that will improve upon Oregon's current hate crimes law.

Community Engagement and Outreach

The Governor's Office of Diversity & Inclusion/Affirmative Action engages with community-based organizations, private and public sectors, K-12 schools, higher education institutions, faith-based organizations and other organizations to model an inclusive environment. A 10-point Community Outreach/Engagement Strategies were created to help policy advisors and agency leaders to successfully engage with diverse constituents.

Consultation and Technical Assistance

The Governor's Office of Diversity and Inclusion/Affirmative Action consults with state agencies that are seeking to create or improve their service delivery. Oregon Parks & Recreation sought consultation on their "Let's Go Camping" program to understand which communities utilize their park facilities. They created survey questions in Spanish and Russian at two of their parks to see if the parks adequately serve their Spanish and Russian-speaking communities. They used the survey data to implement changes and modifications that would better serve all communities. In addition, ODPR realized that the minimum qualifications for some entry-level positions were hindering recruitment for those positions. So, they created an internship program where they underfilled their Park Ranger 1 position with student workers. This gave area students a paid internship while they received real work experience that could help them fulfill the minimum qualifications that was once an obstacle.

Another successful consultation resulted in OLCC to create a Liquor Store Apprenticeship Program. The agency realized that their licensed liquor stores were not very racially and ethnically diverse. Through consultation from the Governor's Office, OLCC leadership created an apprenticeship program that would help underrepresented communities from successfully getting a license to successfully operate liquor stores.

Cultural Competency Assessment and Implementation Services

Executive Order 08-18 charged all state agencies to complete a Cultural Competency Assessment to be conducted by culturally competent contractors on the state ORPIN system. As of 2012, 6 state agencies have completed the Cultural Competency Assessment. Due to fiscal reductions and limitations, many state agencies were not able to complete the assessment. Among the agencies that have completed the cultural competency assessment, there is a work plan in place to move them forward in striving to become a culturally competent agency.

Assessments of this nature are important to identify key areas of successes and challenges. The Governor's Office of Diversity & Inclusion/Affirmative Action continues to encourage agencies that have funds to comply with the completion of the Cultural Competency Assessment. For those agencies that have limited funds, it is encouraged that agency staff participate in various diversity trainings, programs, events and activities that occur throughout the year, across the state. The Office of Diversity & Inclusion/Affirmative Action provides a comprehensive list of activities, events, programs and opportunities on a regular basis.

Data Analysis

Providing accurate, current and meaningful data is imperative in assessing the organization's successes and areas of challenge. The Governor's Office of Diversity & Inclusion/Affirmative Action monitors and analyzes recruitment, placement, retention and promotion for protected classes to ensure that State agencies are compliant with state and federal EEO/Affirmative Action laws. DAS Risk Management and BOLI data on discrimination claims are also analyzed to provide policy direction for agencies that want to prevent discrimination claims by spending funds on preventative steps versus spending funds associated with lawsuits and claims.

Diversity & Inclusion News, Resources, Job Opportunities Email Blast

Through years of successful community outreach efforts, the Governor's Office of Diversity & Inclusion receives a wealth of information from community and agency partners. Diversity and inclusion news, resources, and job opportunities are shared with a large network of individuals through regular email communication. This information sharing provides communities, agencies and individuals with current and relevant information.

Governor's Diversity & Inclusion Agency Head Kitchen Cabinet

Through the support of Governor Kitzhaber, the Office of Diversity & Inclusion/Affirmative Action and the Office of Business & Economic Equity jointly convene quarterly meetings of state agency executives and administrators. Traditionally, agency leaders were not often involved with discussions around creating a diverse and inclusive work environment. However, with the start of these regularly scheduled meetings, agency directors and leaders are actively engaged in shaping policies and programs that impact their staff and the public. Best practices and strategies are shared as well as new opportunities for collaboration.

Immigration

Frank Garcia, as the Governor's Senior Policy Advisor, works with state agency partners, stakeholder groups and the community to provide direction on policies pertaining to immigration. In 2010, driving privileges for Oregon undocumented residents were prohibited. This law adversely impacted Oregon's economy and public safety. As Oregon's local agricultural and service industry relies on the work performed by undocumented residents, many chose to move to other states. Among those that remained in Oregon, their undocumented status disallowed them to legally drive and operate a motor vehicle. The Governor's Office of Diversity & Inclusion/Affirmative Action has worked with a diverse group of stakeholders to create public policy to reinstate driving privileges for Oregon's undocumented residents.

In 2011, the Governor's Office of Diversity & Inclusion/Affirmative Action worked with the Oregon State Police and the Mexican Consulate's Office to allow undocumented residents to use Mexican Consulate cards as a form of identification on routine traffic stops.



Racial and Ethnic Appointees to Boards and Commissions

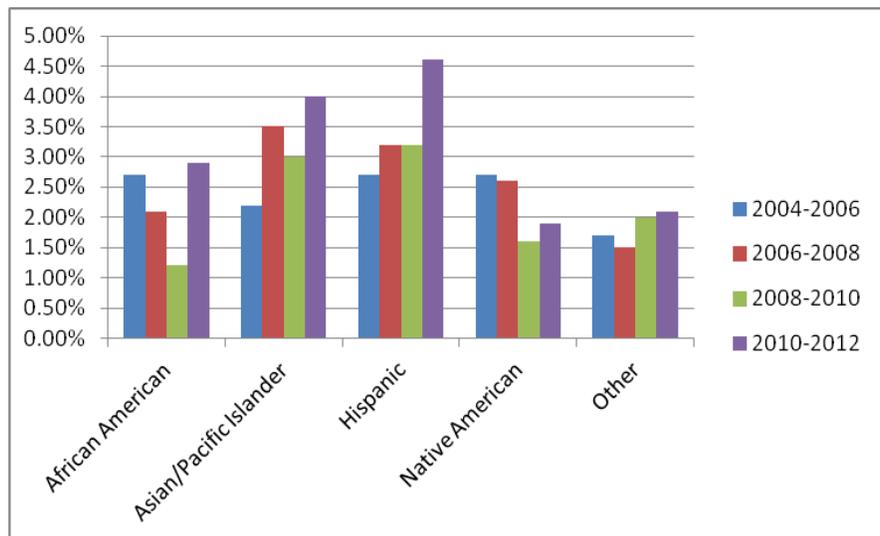
This biennium has experienced 71% growth in the number of racial and ethnic communities represented on Governor-appointed boards and commissions compared to the last biennium. Oregon’s population continues to increase in its racial and ethnic diversity in all race categories. Ensuring that Governor-appointed boards and commissions sustain their diverse makeup is important so that different perspectives and experiences are considered in the decision-making and policy development processes.

Protected Class	2000 Census	2010 Census	7/1/2004 to 6/30/2006		7/1/2006 to 6/30/2008		7/1/2008 to 6/30/2010		7/1/2010 to 6/30/2012	
African American	1.63%	1.8%	30	2.7%	22	2.1%	15	1.2%	27	2.9%
Asian/Pacific Islander	3.19%	4%	24	2.2%	37	3.5%	36	3.0%	37	4.0%
Hispanic	8.05%	11.7%	30	2.7%	34	3.2%	39	3.2%	43	4.6%
Native American	1.32%	1.4%	29	2.7%	27	2.6%	20	1.6%	18	1.9%
Other	--	--	19	1.7%	16	1.5%	24	2.0%	20	2.1%

(Source: Governor’s Office of Executive Appointments)

State Agency Collaborations: Career Fairs & Conferences

In 2012, the Governor’s Office of Diversity & Inclusion/Affirmative Action launched an initiative to attend career fairs sponsored by culturally diverse community-based organizations. On average, ten state agencies or more represented and



provided career information to over 500 attendees. This collaboration helped agencies with staff resources and the sharing of the exhibit table fee. It also created an atmosphere that the state is intentional about wanting a diverse candidate pool when hiring for vacancies.

The state of Oregon Diversity Conference celebrated its 19th year of organizing this annual conference. During the two days, 1348 state employees attended, with 26 workshops offered on diversity & inclusion topics such as “Religion and Diversity in the Workplace,” “Dispute Resolution & Culture,” “Emotional Intelligence: Tools for a Diverse World,” “Standing up for Mental Health,” “Supporting DV Survivors from

Historically Marginalized Communities,” and “Issues in LGBT Aging” to name a few. Agencies that partnered in this conference were: DAS, BOLI, Business Oregon, Corrections, Employment, Energy, Fish & Wildlife, OHA, DHS, Justice, Legislative Admin, State Library, Lottery, OLCC, Park and Recreation, and ODOT. With these 16 state agencies participating, this was the largest conference to date. These types of collaborative efforts create a sense of community among partnering agencies and staff, but also allow for diverse perspectives to be presented.

Statewide Exit Interviews

Majority of state agencies continue to use the electronic Statewide Exit Interview Survey as a tool for separating employees. Agencies review survey results either on a monthly, quarterly or annual basis. Many participating agencies encourage departing employees to complete the survey to provide feedback on positive and negative aspects of their employment with the agency. The survey results and testimonials can be used to identify any trends on the work environment, and can help each agency in areas that may need improvement. It also provides data on areas that the agency is doing well, so it can validate existing programs and policies.

However, smaller agencies with lower turnover rates have not received many completed surveys from departing employees. And very few small agencies do not use the exit interview survey because it impedes on anonymity for the departing staff. Whereas large- and medium-sized agencies also provide face-to-face exit interviews along with the electronic survey data to look at any possible trends.

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 can result in a more truthful assessment.

Training Opportunities

The Governor’s Office of Diversity and Inclusion/Affirmative Action is a leader in identifying key training opportunities around diversity and inclusion for state agencies and its partners. Training for staff in professional development is important in succession planning and growing leaders from within an organization. The Office of Diversity & Inclusion supports and encourages new and innovative trainings and strategies for employee retention and promotion.



AGENCY BEST PRACTICES

Strategies from LARGE AGENCIES

Category	Strategies	Examples
Recruitment & Placement	Internship Programs: Formal internship program with paid intern positions, or informal internship opportunities with unpaid interns or temp employees that is based on as need basis.	<p>ODOT’s College Internship Program (CIP) is aimed for graduate and undergraduate engineering program students.</p> <p>Parks and Recreation’s internship program that underfills Park Ranger 1 positions with student workers.</p> <p>Fish and Wildlife has a Memorandum of Understanding with OSU to serve as a training agreement for professional development opportunities, recruitment and graduate research. Regular internships result from this collaboration.</p> <p>Employment Dept has participated in Portland State University Oregon Fellows program. OED also has an intergovernmental agreement with the Siletz Tribe to hire an intern to work as an contracts and procurement assistant.</p> <p>DEQ hires summer interns for projects related to research and analysis. Interns apply through DEQ’s intranet (Q-Net) and are selected on a competitive process.</p>
Recruitment & Placement	Career Fairs: Partnering, creating, or participating in career fair opportunities.	Employment, Corrections, DAS, DCBS, Energy, ODFW, OSP, OYA, DHS, Forestry, ODOT, OHA
Recruitment & Placement	Outreach & Engagement: Partnership events and collaborations with local community colleges and universities, K-12 schools, and community organizations with diverse constituents.	<p>Many agencies partner with affiliate organizations in the private and non-profit sectors, educational institutions, cultural and ethnic groups, and other diverse interest groups.</p> <p>Fish and Wildlife’s “Family Fishing Day”.</p>

		<p>Parks and Rec’s “Let’s Go Camping”.</p> <p>Dept. of Corrections publishes a quarterly Volunteer Newsletter.</p> <p>Revenue used to hold monthly networking sessions called COINS (Career Opportunities and Informational Networking Sessions) to provide the public with opportunities to learn about positions within the agency, tips on the application process and network with staff.</p> <p>ODOT’s Youth Litter Patrol program provides temporary employment for youth aged 12 and older.</p>
Recruitment & Placement	Human Resource Management: Interview panel training for staff involved with interviewing candidates; including a diverse interview panel when conducting interviews; provide informational interviews with potential candidates.	DAS provides interested job applicants with an informational interview upon request.
Recruitment & Placement	Policy Development & Implementation: Creating new or modifying existing policies to address affirmative action, EEO, and diversity & inclusion.	<p>DCBS has a formal Equity, Diversity, and Inclusion Statement.</p> <p>Dept of Forestry created 3 new directives: EEO, AA and Diversity; Reasonable Accommodations; and Principles of Conduct.</p> <p>OHA has an agency-wide strategic plan that includes the Equity and Inclusion Strategic Initiative/Breakthrough, which is one of five initiatives developed and integrated into their Organizational Management System.</p> <p>OYA has a key goal in their Performance Management System to have an “Engaged, culturally competent and successful workforce.” They also began their</p>

		<p>Cultural Competency Breakthrough Initiative in 2011 which strives to ensure that cultural competency/diversity, inclusion strategies and measurements are incorporated in every aspect of their agency.</p>
Retention & Promotion	<p>Diversity Committee: Internal committee that is charged to review, create, collaborate with employees at all levels (management and non-management) on diversity & inclusion initiatives. These diversity committees or councils that provide leadership direction for agency-wide diversity and inclusion activities.</p>	<p>Large agencies with a diversity committee are: Fish and Wildlife, DHS, DAS, ODOT, Employment, and Revenue.</p>
Retention & Promotion	<p>Leadership Training Programs: New and emerging leaders within an organization are identified to participate in leadership training programs for succession planning.</p>	<p>Fish & Wildlife’s Leadership Training Program trains future leaders within their department. ODFW also created a Career Development Manual available for all staff.</p> <p>Dept. of Corrections has a Director’s Academy for emerging leaders within the agency.</p> <p>Some agencies provide a tuition-reimbursement program.</p> <p>DCBS created a newly designed New Manager Orientation that provided required courses to be completed within a timeframe for new managers.</p> <p>Employment Dept has a leadership training program called “Launching Your Leadership”. OED also has an “HR Essentials for Managers” course for all managers.</p> <p>Oregon Health Authority’s Developing Equity Leadership Training Academy (DELTA) which includes OHA leadership and community members working</p>

		together to develop their capacity to lead in areas of equity, diversity and inclusion.
Retention & Promotion	Mentorship Program:	Dept. of Forestry and DEQ both have a Mentorship Program aimed at matching employees with mentors that can help guide the mentee in their career path.
Retention & Promotion	Staff Training: Creating a career path for employees through professional development and career advancement trainings.	DEQ, ODOT and Employment are among the agencies that have a tuition reimbursement program for their staff. In-house training courses.
Retention & Promotion	Bilingual Pay Differentials: Bilingual staff receives a pay differential for their bilingual language abilities.	Dept of Corrections Dept of Employment
Retention & Promotion	Agency Budget: Creating a position for an Affirmative Action Representative, EEO representative, or Diversity & Inclusion representative.	DHS created the Office of Equity and Multicultural Services. OHA created the Office of Equity and Inclusion.
Retention & Promotion	Agency-wide Commitment: Agency directors involved with the Governor's Diversity & Inclusion Agency Head Kitchen Cabinet.	20 agency directors participate in quarterly meetings to discuss Diversity & Inclusion issues and best practices for their agencies.

Strategies from MEDIUM AGENCIES

Category	Strategies	Examples
Recruitment & Placement	<p>Internship Programs: Informal internship opportunities with unpaid interns or temp employees that are based on an as-needed basis.</p>	<p>Many agencies utilize the work of unpaid interns throughout the year.</p>
Recruitment & Placement	<p>Outreach & Engagement: Partnership events and collaborations with local community colleges and universities, K-12 schools, and community organizations with diverse constituents.</p>	<p>Agencies have partnered with local K-12 school, colleges, universities and community organizations to support one another's mission and objectives. This includes outreach to Oregon Tribes.</p> <p>State Lands partners with Grant Community School where employees are provided the opportunity to mentor students identified by the school as not meeting their potential, socially or academically.</p>
Recruitment & Placement	<p>Human Resource Management: Interview panel training for staff involved with interviewing potential candidates; informational interviews with potential candidates.</p>	<p>Agencies have expressed the benefit of having HR provide interview panel trainings. Trained panel members are equipped with ways to evaluate interviews more effectively.</p> <p>Secretary of State HR provides staff, participating on interview panels, on ways to be an effective interviewer.</p>
Recruitment & Placement	<p>Policy Development & Implementation: Creating new or modifying existing policies to address affirmative action, EEO, and diversity & inclusion.</p>	<p>Agencies are working on creating diversity and inclusion statements for their agency, and looking at ways to implement effective strategies.</p> <p>PUC created a separate D&I policy statement.</p>
Retention & Promotion	<p>Diversity Committee: Internal committee that is charged to review, create, collaborate with employees at all levels (management and non-management) on diversity & inclusion initiatives.</p>	<p>Diversity committees provide events, activities, newsletters, intranet resources, policy review, and other opportunities to help the staff and agency to move toward being champions for diversity and inclusion.</p>

		<p>State Lands' Multi-Cultural Awareness Committee.</p> <p>PUC's Diversity Development Awareness and Inclusion Initiative provides a variety of activities for staff and the community.</p>
Retention & Promotion	<p>Employee Activity Groups: Creating new or modifying existing affinity groups within an agency based on common group interests.</p>	<p>PERS has a Wellness Committee focused on employees' physical and mental health wellness.</p> <p>Lottery works with Veterans (retired or active) and provides care packages for Veterans and their families through their Blue Star Program.</p>
Retention & Promotion	<p>Professional Development: Professional training courses, diversity conferences and other training opportunities. Employees are allowed the time to participate and the costs for trainings are paid by the agency.</p>	<p>Many agencies provide job-related trainings. Agencies have partnered with sister agencies to provide common trainings for staff at multiple agencies on diversity and harassment-free workplace topics.</p> <p>Dept. of Education provides tuition reimbursement for staff taking courses not offered by the state.</p> <p>Dept. of Energy provides career advancement and training/coaching for staff.</p> <p>State Land's provides a mandatory diversity training organized by their Multi-Cultural Awareness Committee. This training was in collaboration with Dept. of Agriculture and Land Conservation and Development Department.</p> <p>Secretary of State partnered with Chemeketa Community College to develop a workplace Spanish course for their Corporation Elections Division to address the need for bilingual speaking staff.</p>
Retention & Promotion	<p>New Employee Orientation and Mentorship Program: A seasoned manager, professional or HR representative paired with a newer employee.</p>	<p>Many agencies provide new employees with an orientation that include standard practices and procedures, agency-wide policies including Affirmative Action,</p>

		<p>training, etc. Assisting new employees to integrate and acculturate into the agency so that they thrive and succeed in their career.</p> <p>Lottery has an informal process where an HR representative checks in with new employees regularly.</p> <p>Secretary of State HR provides all new managers with a series of in-house training courses.</p>
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Strategies from SMALL AGENCIES, BOARDS, AND COMMISSIONS

Category	Strategies	Examples
Recruitment & Placement	Internship Programs: Informal internship opportunities with unpaid interns or temp employees that are based on an as-needed basis.	Many agencies reported that they utilize the work of interns throughout the year.
Recruitment & Placement	Outreach & Engagement: Partnership events and collaborations with local community colleges and universities, K-12 schools, and community organizations with diverse constituents.	Presentations for K-12 schools, higher education institutions and community organizations.
Recruitment & Placement	Policy Development: Creating new or modifying existing policies to address affirmative action, EEO, and diversity & inclusion.	Smaller boards and commissions were able to create and implement policies more timely compared to medium and large agencies.
Retention & Promotion	Professional Development: Professional training courses, diversity conferences and other training opportunities. Employees are allowed the time to participate and the costs for trainings are paid for by the agency.	Many agencies provide job-related trainings. Discrimination and harassment free workplace, and diversity trainings are encouraged. However, participation in those trainings depends on staff resources and agency budgets.
Retention & Promotion	New Employee Orientation: New employees are provided agency-specific information, policies and procedures for their successful employment with their agency.	Many agencies provide new employees with an orientation that included standard practices and procedures, agency-wide policies, etc.
Retention & Promotion	Welcoming Environment: Providing a bulletin board of diversity resources in employee common areas, creating internal newsletters, providing standardized language on correspondences about AA/EEO/DI.	Affirmative Action policy document, diversity events calendar, Governor proclamations, and other culturally relevant information on employee resource bulletin boards. Employee newsletters that includes diversity & inclusion topics written by staff.
Recruitment & Placement	Data Collection and Analysis: Collect voluntary affirmative action data of licensees from licensing and regulatory agencies to analyze if they are reflective of the population they serve.	Board of Dentistry created a survey tool to collect voluntary affirmative action data of their licensees as a result of SB 786.

RECOMMENDATIONS

Policy Advocacy & Development:

Many large agency directors are involved with the Governor's Diversity & Inclusion Agency Head Kitchen Cabinet. These meetings focus on strategies that start from the leadership level. Gaining this type of leadership commitment sends a strong message to the staff that diversity and inclusion is valued at their agency.

Recommendation: Create a venue for Agency directors from Medium and Small-sized agencies to have discussion and create action items relating to diversity and inclusion and how D&I impacts policy development and program planning and implementation.

Leadership Training and Professional Development Programs:

Agencies such as DHS, DAS, Corrections, Fish and Wildlife, Employment and Oregon Health Authority have created internal leadership training programs for management-level executives as part of their succession planning efforts. These agencies as well as others also have professional development trainings and courses. Tuition reimbursement programs are offered for employees that have interest in advancing in their careers through courses not offered at the State. Currently, DEQ, ODOT, Dept. of Education, and Employment are among the agencies that offer this type of program. As the numbers of individuals reaching retirement age continues to increase, leadership and training programs are increasingly becoming a necessary tool to maintain seamless transition of staff.

Recommendation: Support leadership training opportunities for staff that have demonstrated experience in managerial and leadership to prepare for succession planning. Provide professional development courses and training for staff to ensure productivity and improved job performance.

Internship Programs, Career Fairs, Community Outreach:

Agencies with larger budgets tend to have more staff and resources to formalize internships, attend career fairs, and conduct a broad range of community outreach activities. ODOT has had a formal internship program for engineering students at the graduate and undergraduate-levels. They offer real work experience and have also tracked the racial/ethnic and gender data for the students that intern with them. Oregon Youth Authority and Dept. of Corrections have a large volunteer program where each volunteer is provided training and support to serve as volunteers. Formal community outreach programs have been successful at the Dept. of Fish and Wildlife and the Dept. of Parks and Recreation to reach underserved and underrepresented communities as well as the general public. Through events such as "Family Fishing Day" offered by Dept. of Fish and Wildlife, or Dept. of Parks and Recreation's "Let's go Camping", these large agencies are reaching communities. Parks and Rec. recently offered an internship program that underfilled Park Ranger 1 positions with student workers. This allowed for paid internships to gain training on technical aspects of the Park Ranger 1 position that would help them meet the minimum qualifications when a vacancy becomes available.

Recommendation: Transition informal internship programs into a more formal internship program, where interns are mentored and provided a project with outcomes. Create an intern database to identify returning students and create a pipeline of talented interns through a formalized internship process.

Employee Resource Groups and Diversity Committees:

Employee Resource/Network Groups and Diversity Committees help to retain employees. Diversity Committees are often tasked with creating a welcoming environment, providing input on policies, and seeking ways to collaborate intra- or inter-agency wide. Not only do these groups help to promote cultural learning and understanding among employees, but there is a sense of ownership among participants in furthering an important value. DHS, DAS, ODOT, ODFW, Employment, Revenue, PUC, and State Lands have diversity committees. DAS has an executive leadership team member that sponsors their diversity committee. PERS has an employee Wellness Committee and an employee Community Service initiative. Their “PERSuing Communities” group supports community service projects throughout the year.

Recommendation: Establish a statewide policy that supports the formation of employee resource groups or diversity committees with clear mission and objectives. Create a welcoming environment through activities for staff that are meaningful, effective and provides a voice for all protected classes.

New Employee Orientation & Mentorship Programs:

New Employee Orientations, either in a group or individual setting, have provided valuable information for new staff. Lottery provides further assistance to new employees by pairing them in an HR representative during their trial service period. This promotes a welcoming environment and helps to integrate the new employee with the agency. DEQ and Dept. of Forestry both have a mentorship program that matches employees with mentors that can help guide the mentee in their career path.

Recommendation: Create a welcoming and supportive environment for new employees through a system for regular communication between new hires and Human Resources. Create a mentorship system for existing employees that have an interest to transition into a different area of work or position, and pair them with supervisors that can help provide knowledge and guidance. Expand current new employee orientation and mentorship programs throughout the State of Oregon Enterprise; and to include protected classes and create an inventory of best practice models.

Improved Data Collection and Analysis:

There is an understood recognition that our current data collection system requires updating when addressing protected classes and underutilized communities. Utilizing contemporary human resource tools with more robust features would result in measureable and manageable data on organizational performance and service outcomes. Ultimately, thriving in an increased multicultural society.

Recommendation: Analyze current data collection methodology and create ways to improve the collection, analysis and utilization of data for protected classes.

REPORTS / DATA

Bureau of Labor and Industries Employment Discrimination Claims

From 07/01/2000 to 6/30/2010

	Age	Disability	Familial Status	Gender Identity	Marital Status	National Origin	Race	Retaliation	Religion	Sexual Harassment	Sexual Orientation	Sex/ Gender	Veterans Preference
STATE OF OREGON	1	3						3		2		2	1
ADMINISTRATIVE SERVICES	6	11	1		1	1	6	7	2	2	1	7	
AGRICULTURE						1	1	1					
BLIND COMMISSION												1	
BOARD OF EXAMINERS	1						1	1					
BOARD OF EXAMINERS FOR ENGINEERING AND LAND SURVEYING	1						1						
BUREAU OF LABOR AND INDUSTRIES		8					4	10				1	
CHILD WELFARE PROGRAM	1												
CONSTRUCTION CONTRACTORS BOARD	1	1										1	
CONSUMER AND BUSINESS SERVICES	4	5					2	7		2		4	
CORRECTIONS	24	34			1	5	32	43	1	30	1	51	1
ECONOMIC & DEVELOPMENT DEPT		1				1	1						
EDUCATION	1	3					1	1	1			1	1
EMPLOYMENT DEPT	7	15				13	6	15	1			2	
ENVIRONMENTAL QUALITY	1	11					2	4			2	1	
FISH AND WILDLIFE	10	8				4	8	9	2	2	3	3	
FORESTRY		4						1		1		1	
HEALTH AUTHORITY		1				1	2	2					
HEALTH DIVISION	1	1				1	2						
HEALTH LICENSING		1					1					1	
HOUSING & COMMUNITY SERVICES	1	2					1	4		1		3	
HUMAN SERVICES	33	89			1	32	60	57	9	16	3	30	
INFORMATION OFFICE	1					1	1	1					
INSURANCE								1				1	
JUDICIAL DEPARTMENT	2	6		1		3	3	6	1	1	1	1	
JUSTICE	11	8			1	1	1	4		1	1	7	
JUVENILE COURT	1							2		1			
LAND CONSERVATION AND DEVELOPMENT		1											1
LEGISLATIVE ADMINISTRATION							1					1	
LEGISLATIVE REVENUE OFFICE								1					
LEGISLATIVE REVIEW												1	
LIBRARY		1											
LIQUOR CONTROL COMMISSION	1						2	8		2		7	
LOTTERY	1	5					3	4		1		5	
MEDICAL BOARD		1						1					
MENTAL HEALTH & DEVELOPMENTAL DISABILITY SERVICES DIVISION		1											
MILITARY DEPARTMENT		5						4		3		3	
OFFICE OF THE LONG TERM CARE OMBUDSMAN	1						1						
OREGON STATE POLICE	3					2		14	2	3			
PACIFIC STATES MARINE FISHERIES COMMISSION		1											

Bureau of Labor and Industries Employment Discrimination Claims (cont'd)

From 07/01/2000 to 6/30/2010

	Age	Disability	Familial Status	Gender Identity	Marital Status	National Origin	Race	Retaliation	Religion	Sexual Harassment	Sexual Orientation	Sex/Gender	Veterans Preference
PARKS AND RECREATION DEPARTMENT	9	7				1	3	6	1	1		6	
PUBLIC EMPLOYEES RETIREMENT SYSTEM		7					3	4		1		1	
PUBLIC UTILITY COMMISSION	2	3				1						1	
PUBLIC SAFETY STANDARDS & TRAINING		2					1	1		1		3	
REVENUE	2	7				1	3	6		2		4	
SCHOOL BOARDS ASSOCIATION	1												
STATE COURT ADMINISTRATOR				1									
STATE HOSPITAL		11					5	5		3	1	2	2
STATE LANDS	2	3				3	3	3	1				
STATE POLICE	2	7				1	5		1	2		6	
OREGON SURVEY RESEARCH LABORATORY		1										1	
TRANSPORTATION	26	38	2			13	24	38	5	9		29	
TRAVEL INFORMATION COUNCIL								1		1		1	
UNIVERSITY SYSTEM	1	4					2	1		1		4	
DEPT OF WORKFORCE DEVELOPMENT							1	2					
EASTERN OREGON UNIVERSITY	3	3						4	1	2		3	
OREGON INSTITUTE OF TECHNOLOGY	2	1					1						
OREGON STATE UNIVERSITY	3	12				12	13	17	3	2		6	
PORTLAND STATE UNIVERSITY	7	8				3	7	12	1	3	4	9	
SOUTHERN OREGON UNIVERSITY	6	4				1	3	2				1	
UNIVERSITY OF OREGON	13	11				3	11	13	1	2	1	11	
WESTERN OREGON UNIVERSITY	1				1	1		5	1	5		7	
VETERAN'S AFFAIRS	1						1	4				4	
WATER RESOURCES DEPARTMENT		7						1					
VOCATIONAL REHABILITATION SERVICES		2					1						
YOUTH AUTHORITY	8	15					11	18	2	5	2	10	
YOUTH CHALLENGE PROGRAMS								1				1	
TOTAL Employment Discrimination Claims	204	381	3	2	5	106	241	355	36	108	20	245	6

Note: Error of margin is five cases, and cases limited to basis provided on original chart only.

Direct Appointments

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 07/01/05 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	From 07/01/10 to 06/30/11	From 07/01/11 to 06/30/12
Asian/Pacific Islander	2	3	1	1	5	2	-
Black/African American	5	1	1	-	6	1	1
Hispanic	-	4	3	3	6	4	5
Native American	-	-	-	-	-	1	3
White/Caucasian	94	57	92	57	87	80	131
Decline	-	-	-	-	1	-	-
Total Direct Appointments	101	65	97	61	105	88	140

Category	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	From 07/01/10 to 06/30/11	From 07/01/11 to 06/30/12
Disability	2	2	1	1	4	2	4
Female (all)	52	31	45	27	55	43	79
Male (all)	49	35	53	37	50	45	61

Source: Department of Administrative Services

Statewide Exit Interview Survey

July 1, 2010 to June 30, 2012

During this reporting period -- July 1, 2010 to June 30, 2012 -- 1,157 respondents participated in the exit interview process. About 97% of state agencies reported that they ask departing staff to complete the statewide exit interview survey. A small number of state agencies offer their own exit interview survey or face-to-face interview with departing staff. All agencies that use an exit interview survey or face-to-face interview reported that they review agency trends on a regular basis to address any issues.

Among 1,101 people that answered Question 1 (What were your reasons for joining your agency?), 49% said that the “job was a good fit with their skills”, 31.5% said that they were “unemployed and needed a job”, and 29.5% said the “benefits”.

Reasons for leaving their agency, among the 1,101 people that answered Question 2 (What are your major reasons for deciding to leave your agency?), 33.5% retired, 24.5% had “other” reasons, and 19.1% left for better promotional opportunities.

Among the 1,097 people that answered Question 3 (Do you have another position?) 57.2% did not have another position prior to their departure.

Among 456 respondents, their new position was more attractive because of the salary (55.9%), advancement opportunities (52%), and type of work (47.6%). Of those that responded, 59.6% stayed with the public sector.

The following summarizes responses from 344 people that provided additional feedback on areas within their agency that were successful or challenging.

1. **Technology:** Quite a few respondents felt that their agency used outdated technology that made their work more difficult. Others commented that their agency did not make adequate investments in technology.
2. **Training Opportunities:** Quite a few respondents explained that they would have liked more training opportunities. Others said that trainings opportunities just didn't exist. Those that did receive some level of trainings said it was too basic, while others relied on colleagues
3. **Management:** Several respondents felt that there was a degree of bullying from their managers of supervisors.
4. Positive comments were about the positive mission of their agency. One commenter said that they had pride in working for the state.

Retirement Data

Employees Eligible to Retire in Year 2012, 2013, 2014, 2015, 2016
(Excludes Judicial, Lottery, Legislative Branches, Temporary and board members)

AGENCY	Eligible Retirement Per Year				
	FY'12	FY'13	FY'14	FY'15	FY'16
ADMINISTRATIVE SRVCS, DEPT OF	26	29	29	37	34
AGRICULTURE, DEPT OF	16	19	18	20	22
AVIATION, DEPARTMENT OF	-	-	1	-	1
BLIND, COMMISSION FOR THE	-	3	3	2	1
CHIROPRACTIC EXAMINERS, BRD OF	-	-	-	-	2
COMM COLL/WRKFRCE DEV, DEPT OF	2	2	1	1	4
CONSTRUCTION CONTRACTORS BOARD	1	6	4	5	1
CONSUMER AND BUS SRVCS, DEPT OF	30	31	37	54	54
CORRECTIONS, DEPT OF	102	103	125	120	124
COUNSELORS & THERAPIST BRD	1	-	-	-	-
DENTISTRY, BOARD OF	-	-	-	1	-
DISTRICT ATTORNEYS/DEPUTIES	1	-	1	1	2
EDUCATION, DEPT OF	18	16	17	26	18
EMPLOYMENT DEPT	50	44	40	46	58
EMPLOYMENT RELATIONS BOARD	-	-	1	-	1
ENERGY, DEPARTMENT OF	3	5	5	5	4
ENVIRONMENTAL QUALITY, DEPT OF	26	26	27	24	44
FISH & WILDLIFE, DEPT OF	37	41	45	36	51
FORESTRY, DEPT OF	27	16	15	23	27
GEOLOGY & MINERAL IND, DEPT OF	2	-	1	3	1
GOVERNOR, OFFICE OF THE	2	2	2	1	3
HOUSING & COMM SRVCS, DEPT OF	8	6	2	7	5
HUMAN SERVICES, DEPARTMENT OF	165	167	182	211	228
JUSTICE, DEPARTMENT OF	41	39	43	42	45
LABOR & INDUSTRIES, BUREAU OF	4	1	1	6	2
LAND CONSERV & DEV, DEPT OF	1	3	1	3	2
LANDS, DEPARTMENT OF STATE	2	5	3	6	1
LIBRARY, OREGON STATE	2	1	1	2	1
LIQUOR CONTROL COMMISSION	8	3	10	8	7
LONG TERM CARE OMBUDSMAN	-	-	2	-	-
MARINE BOARD	-	2	2	1	2
MILITARY, DEPT OF	8	12	18	14	9
MORTUARY AND CEMETERY BOARD	-	-	-	1	-
NURSING, BOARD OF	2	1	-	2	3
OCCUPATIONAL THERAPY, BOARD	-	-	-	-	1
OR BUSINESS DEV DEPT	5	5	8	5	7

Continued - RETIREMENT DATA

Employees Eligible to Retire in Year 2012, 2013, 2014, 2015, 2016
(Excludes Judicial, Lottery, Legislative Branches, Temporary and board members)

AGENCY	Eligible Retirement Per Year				
	FY'12	FY'13	FY'14	FY'15	FY'16
OR HEALTH LICENSING AGENCY	-	-	-	4	1
OREGON HEALTH AUTHORITY	67	83	93	133	138
OREGON MEDICAL BOARD	-	1	1	2	-
PARKS & RECREATION, DEPT OF	13	9	21	21	22
PAROLE/POST PRISON SUPV, BRD O	-	1	-	1	1
PHARMACY, OREGON BOARD OF	-	-	-	1	1
POLICE, OREGON STATE	21	15	19	33	25
PUBLIC EMPS RETIREMENT SYSTEM	10	10	16	13	13
PUBLIC SAFETY STANDARDS & TRNG	4	3	5	6	3
PUBLIC UTILITY COMMISSION	3	8	6	4	4
RACING COMMISSION	1	1	-	1	1
REAL ESTATE AGENCY	2	1	1	2	3
REVENUE, DEPARTMENT OF	36	33	40	32	44
SECRETARY OF STATE	6	5	5	9	7
STUDENT ACCESS COMMISSION	-	-	2	-	1
TAX PRACTITIONERS, ST BRD OF	-	-	-	-	2
TEACHER STANDARDS & PRACTICES	-	-	1	-	3
TRANSPORTATION, DEPT OF	137	170	218	242	218
TREASURY, OREGON STATE	4	2	5	4	5
VETERANS' AFFAIRS, DEPT OF	2	3	5	6	3
VETERINARY MED EXAMINING BRD	-	-	-	-	1
WATER RESOURCES, DEPT OF	6	4	10	5	7
WATERSHED ENHANCEMENT BOARD	-	2	3	1	1
YOUTH AUTHORITY, OREGON	23	24	20	25	32
TOTAL By Fiscal Year	926	963	1116	1258	1301
<i>True Total # of employees eligible</i>	<i>4889</i>	<i>5608</i>	<i>6475</i>	<i>7440</i>	<i>8391</i>
TOTAL Number of Employees Eligible to Retire	3963	3719	3470	3177	2827

Source: Department of Administrative Services, Enterprise Human Resource Services

Trial Service/Retention Data

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 specific classification on an hour-by-hour basis (i.e. a six month trial service period is equivalent to 1040 hours for half-time employees).

Trial Service/ Retention	FY 2003			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	839	97%	24	815
Female	1323	96%	55	1268
Race (People of Color)	353	94%	22	331
People w/Disabilities (Self-identified)	55	95%	3	52

Trial Service/ Retention	FY 2004			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	930	95%	43	887
Female	1623	94%	90	1533
Race (People of Color)	378	92%	31	347
People w/Disabilities (Self-identified)	64	84%	10	54

Trial Service/ Retention	FY 2005			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1115	96%	44	1071
Female	1813	94%	102	1711
Race (People of Color)	404	94%	23	381
People w/Disabilities (Self-identified)	49	94%	3	46

Trial Service/ Retention	FY 2006			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	775	94%	48	727
Female	1201	92%	92	1109
Race (People of Color)	292	90%	28	264
People w/Disabilities (Self-identified)	43	95%	2	41

Trial Service/ Retention	FY 2007			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1099	96%	49	1050
Female	1797	94%	101	1696
Race (People of Color)	473	94%	28	445
People w/Disabilities (Self-identified)	41	88%	5	36

Trial Service/ Retention	FY 2008			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1445	89%	155	1290
Female	2278	89%	259	2019
Race (People of Color)	587	85%	89	495
People w/Disabilities (Self-identified)	66	92%	5	61

Trial Service/ Retention	FY 2009			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1038	89%	117	921
Female	1676	88%	204	1472
Race (People of Color)	416	89%	47	369
People w/Disabilities (Self-identified)	35	86%	5	30

Trial Service/ Retention	FY 2010			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	2927	96%	111	2816
Female	3012	95%	151	2861
Race (People of Color)	807	93%	53	754
People w/Disabilities (Self-identified)	1	0%	1	-

Trial Service/ Retention	FY 2011			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1088	93%	76	1012
Female	1434	92%	120	1314
Race (People of Color)	390	88%	48	342
People w/Disabilities (Self-identified)	27	89%	3	24

Trial Service/ Retention	FY 2012			
	Hired	% Retained	# Let Go	Retained
Male (Caucasian)	1258	94%	79	1179
Female	1923	94%	116	1807
Race (People of Color)	517	93%	38	479
People w/Disabilities (Self-identified)	28	82%	5	23

DAS/Risk Management Data: Claims Closed during Fiscal Years 2003-2012

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 2003-2012

Age Discrimination				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	9	0	6,166	6,166
2004	5	9,000	82,694	82,694
2005	5	25,000	39,215	39,215
2006	3	0	0	0
2007	5	351,795	375,558	375,558
2008	6	15,000	33,256	33,256
2009	9	425,500	303,928	303,928
2010	4	18,000	88,954	88,954
2011	5	0	62,665	62,665
2012	4	30,000	455,053	455,053

Disability Discrimination				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	41	23,800	280,466	304,866
2004	23	28,756	463,150	492,365
2005	24	221,628	95,831	317,460
2006	24	49,210	135,483	184,693
2007	20	216,071	158,217	374,287
2008	22	90,630	188,582	279,512
2009	23	431,511	184,562	616,073
2010	28	411,415	359,717	772,827
2011	22	197,062	459,360	657,945
2012	24	14,000	167,207	185,736

Injured Worker Discrimination				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	11	110,831	15,371	126,202
2004	3	17,500	5,592	23,092
2005	10	101,000	108,392	209,493
2006	4	55,000	0	55,000
2007	3	0	20,298	20,298
2008	6	40,000	82,970	122,970
2009	6	17,000	104,825	121,825
2010	2	0	781	781
2011	1	0	0	0
2012	4	107,760	53,908	161,668

Race, National Origin, Color Discr.				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	25	78,625	332,097	413,247
2004	21	586,301	193,076	779,377
2005	16	43,084	273,016	316,100
2006	20	485,000	177,782	662,829
2007	16	100,000	61,045	161,045
2008	18	17,000	119,497	136,514
2009	22	685,500	222,453	907,953
2010	16	207,500	164,348	371,848
2011	13	528,280	629,591	1,157,871
2012	11	107,688	199,889	307,577

Religious Discrimination				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	12	0	25,992	25,992
2004	9	6,307	67,182	73,882
2005	10	8,500	95,552	104,052
2006	10	0	12,342	12,342
2007	15	850	24,967	25,817
2008	6	0	18,262	18,262
2009	6	25,500	20,512	46,012
2010	6	0	7,185	7,185
2011	7	0	0	0
2012	12	0	160,741	160,741

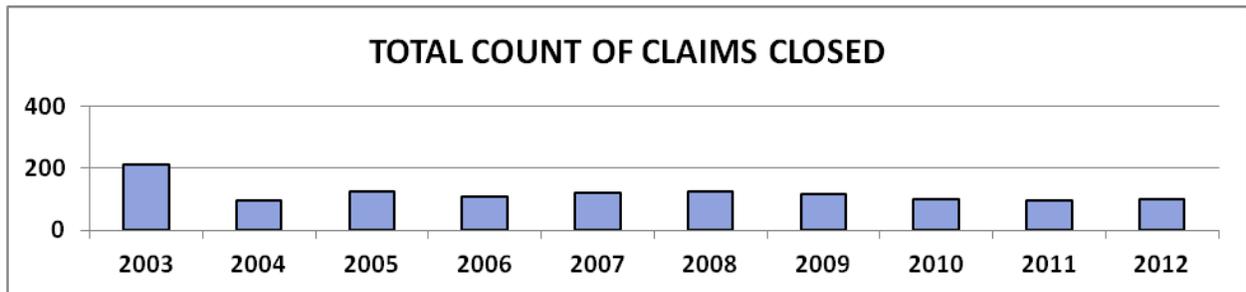
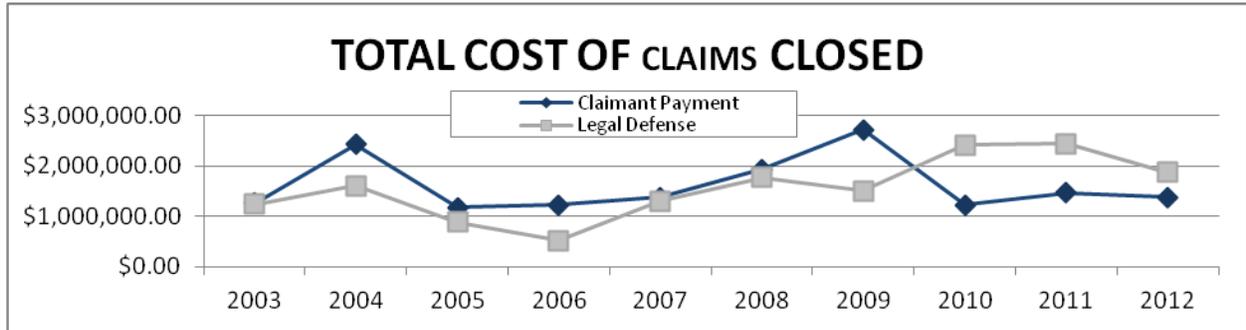
Retaliation				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	61	300,587	561,800	863,587
2004	20	1,155,000	316,996	1,471,996
2005	26	275,570	223,285	498,855
2006	24	35,129	42,723	77,852
2007	36	435,500	373,408	808,908
2008	42	1,184,840	555,493	1,740,333
2009	39	799,500	556,912	1,356,412
2010	29	140,000	757,667	897,667
2011	29	142,204	505,822	652,816
2012	21	205,739	332,827	542,108

Sex Discrimination				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	13	0	20,412	20,412
2004	10	426,387	371,356	798,378
2005	14	29,500	13,803	43,303
2006	9	133,586	85,481	219,067
2007	16	183,750	127,808	311,558
2008	10	9,000	302,226	311,501
2009	5	167,000	45,289	212,289
2010	7	593	197,026	198,030
2011	6	25,088	601,776	628,517
2012	5	27,000	189,828	216,828

Sexual Harassment				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	39	749,750	0	749,750
2004	6	199,250	102,036	301,286
2005	22	473,500	38,347	511,847
2006	13	473,500	68,187	541,687
2007	10	89,000	162,977	251,977
2008	15	575,000	476,812	1,051,812
2009	8	174,167	65,523	239,690
2010	9	451,005	834,930	1,285,935
2011	13	570,000	182,525	752,525
2012	21	887,000	311,348	1,204,192

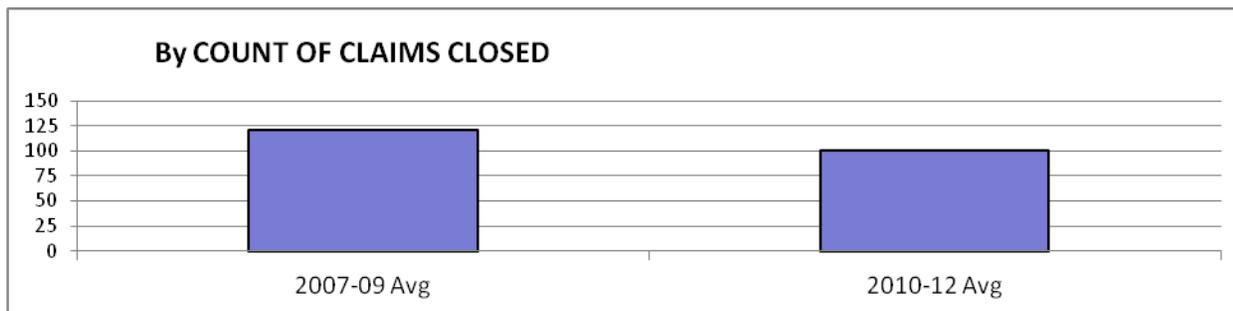
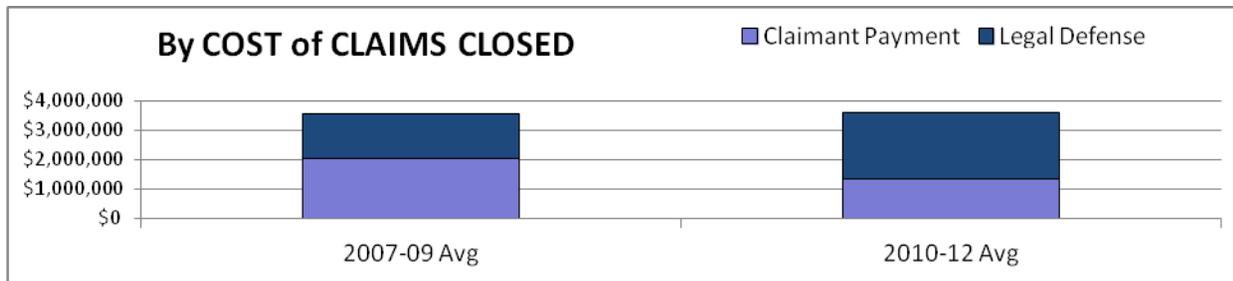
TOTAL CLAIMS by FISCAL YEAR				
Fiscal Year	Count	Claimant Payment	Legal Defense	Total
2003	211	1,263,594	1,242,303	2,510,222
2004	97	2,428,501	1,602,081	4,032,070
2005	127	1,177,782	887,442	2,065,325
2006	107	1,231,425	521,998	1,753,470
2007	121	1,376,966	1,304,278	2,681,244
2008	125	1,931,470	1,777,098	3,709,161
2009	118	2,725,677	1,504,004	4,229,682
2010	101	1,228,513	2,410,608	3,641,227
2011	96	1,462,634	2,441,739	3,913,476
2012	102	1,379,187	1,870,800	3,263,903

Claims Closed during Fiscal Years 2003-2012 (cont'd)



A. Cost Summary by Cause of Claims Closed During Fiscal Years 2007-09 compared to 2010-12

Fiscal Year	Count	Claimant Payment	Legal Defense	Total
Age Discrimination				
2007-09 Avg	6.7	264,098	237,581	501,679
2010	4	18,000	88,954	106,954
2011	5	0	62,665	63,801
2012	4	30,000	455,053	485,053
2010-12 Avg	4.3	16,000	202,224	218,603
Disability Discrimination				
2007-09 Avg	21.7	246,071	177,120	423,291
2010	28	411,415	359,717	772,827
2011	22	197,062	459,360	657,945
2012	24	14,000	167,207	185,736
2010-12 Avg	25.0	207,492	328,761	538,836
Injured Worker Discrimination				
2007-09 Avg	5.0	19,000	69,364	88,364
2010	2	0	781	781
2011	1	0	0	0
2012	4	107,760	53,908	161,668
2010-12 Avg	2.3	35,920	18,230	54,150
Race, National Origin, Color Discrimination				
2007-09 Avg	18.7	267,500	134,332	401,832
2010	16	207,500	164,348	371,848
2011	13	528,280	629,591	1,157,871
2012	11	107,688	199,889	307,577
2010-12 Avg	13.3	281,156	331,276	612,432
Religious Discrimination				
2007-09 Avg	9.0	8,783	21,247	30,030
2010	6	0	7,185	7,185
2011	7	0	0	0
2012	12	0	160,741	160,741
2010-12 Avg	8.3	0	55,975	59,975
Retaliation				
2007-09 Avg	38.7	806,613	495,258	1,301,871
2010	29	140,000	757,667	897,667
2011	29	142,204	505,822	652,816
2012	21	205,739	332,827	542,108
2010-12 Avg	26.0	162,648	532,105	697,530
Sex Discrimination				
2007-09 Avg	10.3	119,917	158,441	278,358
2010	7	593	197,026	198,030
2011	6	25,088	601,776	628,517
2012	5	27,000	189,828	216,828
2010-12 Avg	6.0	17,560	329,543	347,792
Sexual Harassment				
2007-09 Avg	11.0	279,389	235,104	514,493
2010	9	451,005	834,930	1,285,935
2011	13	570,000	182,525	752,525
2012	21	887,000	311,348	1,204,192
2010-12 Avg	14.3	636,002	442,934	1,080,884
TOTAL CLAIMS				
2007-09 Avg	121	2,011,371	1,528,446	3,539,818
2010	101	1,228,513	2,410,608	3,641,227
2011	96	1,462,634	2,441,739	3,913,476
2012	102	1,379,187	1,870,800	3,263,903
2010-12 Avg	99.7	1,356,778	2,241,049	3,606,202



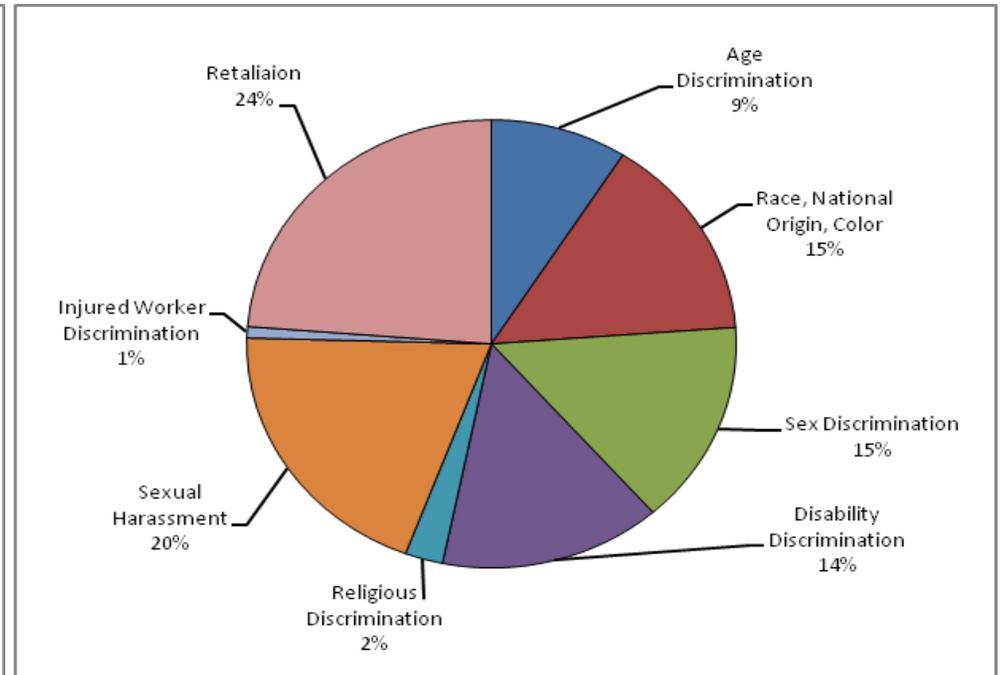
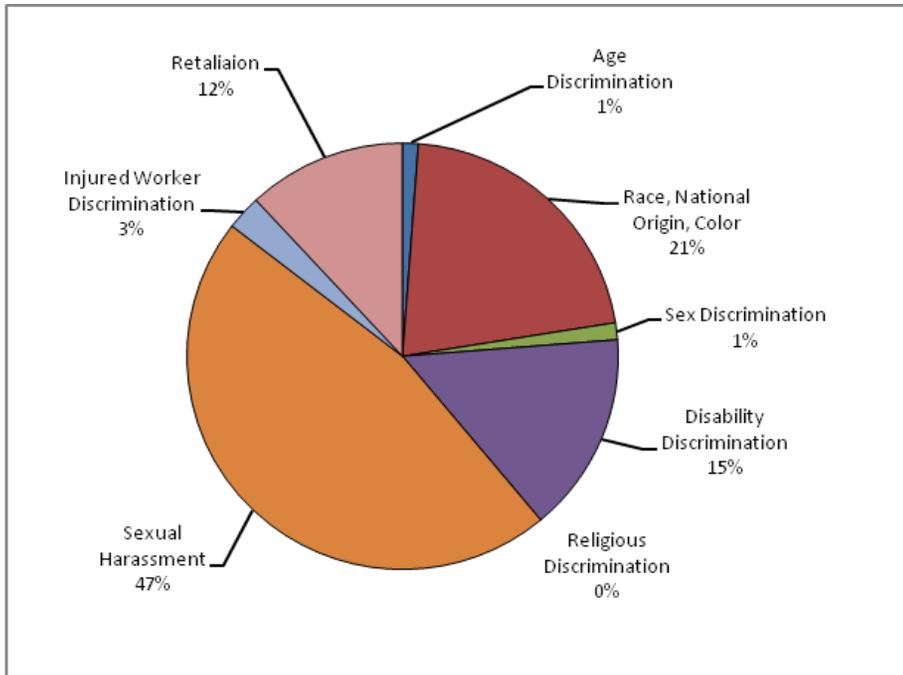
Description: Data is shown by eight cause types. Annual averages of Fiscal Years 2010 - 2012 are compared to the average of the previous biennium. The total average annual number of claims closed during Fiscal Years 2010 - 2012 decreased by 17.6 percent, from 121 to 100 claims. Though the annual average number decreased, the annual average costs increased by 1.8 percent, from \$3.54 million to \$3.6 million. Legal defense costs increased by 31.8 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 During Fiscal Years 2010-2012

Fiscal Year	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total	Count	Claimant Payment	Legal Defense	Total
2010-2012	Age Discrimination				74	622,477	986,283	1,616,508	Injured Worker Discrimination			
	13	48,000	606,672	655,808					7	107,760	54,689	162,449
2010-2012	Race, National Origin, Color Discrimination				Religious Discrimination				Retaliation			
	40	873,468	993,829	1,837,296	25	0	167,926	167,926	79	487,944	1,596,315	2,092,591
2010-2012	Sex Discrimination				Sexual Harassment				TOTAL CLAIMS			
	18	52,681	988,360	1,043,376	43	1,908,005	1,323,803	3,242,652	299	4,070,334	6,723,147	10,818,606

Cost of Claimant Payments - 38%

Cost of Legal Defense - 62%



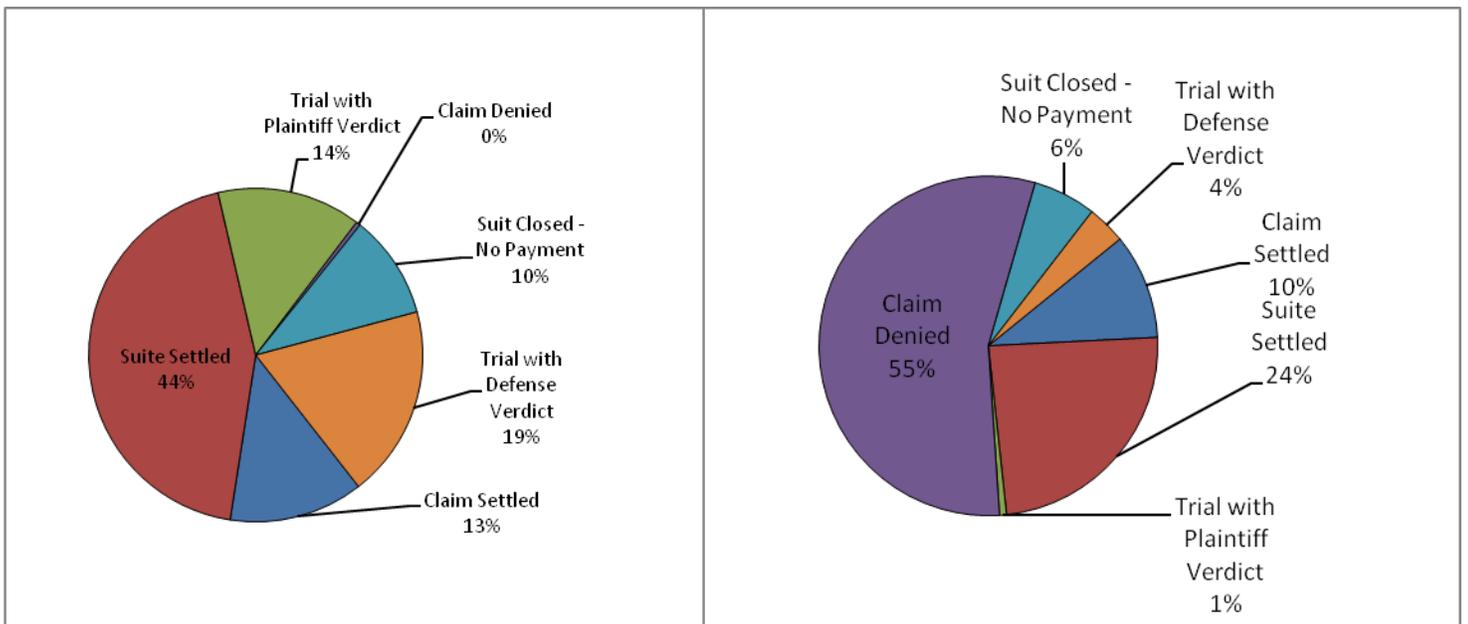
Description: The data is shown by eight cause types. The cost of claims closed during Fiscal Years 2010 - 2012 is \$10.8 million. Of this amount, \$4.07 million (38 percent) consisted of payments to claimants. Another \$6.7 million (62 percent) was spent on legal defense costs. *Note: Current data is 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 2010-2012

	Claim Count	Claimant Payment	Legal Defense	TOTAL COST
Payments to Claimant				
Claim Settled	30	\$1,321,161	\$87,072	\$1,408,233
Suit Settled	72	\$2,167,413	\$2,582,081	\$4,749,494
Trial with Plaintiff Verdict	2	\$581,760	\$929,467	\$1,511,227
Subtotal	104	\$4,070,334	\$3,598,620	\$7,668,954
No Payments to Claimant				
Claim Denied	166	\$0	\$43,983	\$43,983
Suit Closed - No Payment	18	\$0	\$1,091,265	\$1,091,265
Trial With Defense Verdict	11	\$0	\$2,014,403	\$2,014,403
Subtotal	195	\$0	\$3,149,651	\$3,149,651
TOTAL	299	\$4,070,334	\$6,748,272	\$10,818,606

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 the claims closed during Fiscal Years 2010-2012, 34.7% settled with payment to the claimant. The majority of these (98%) were settled before trial. Of the thirteen closed claims that went to trial, only two verdicts were 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

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.

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.

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.

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.

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.

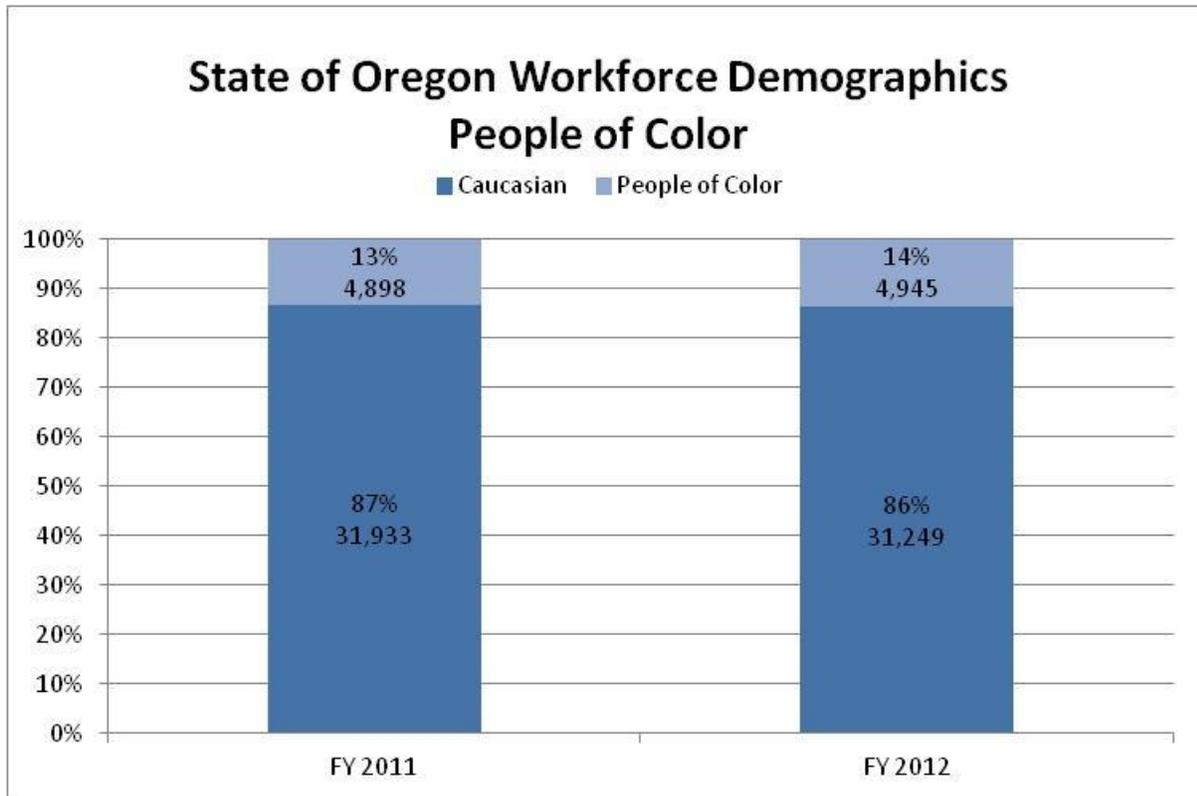
Administrative Support: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. This category includes: bookkeepers; messengers; office machine operators; clerk typists; stenographers; court transcribers; hearings reporters; statistical clerks; dispatchers; license distributors; payroll clerks; and kindred workers.

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.

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

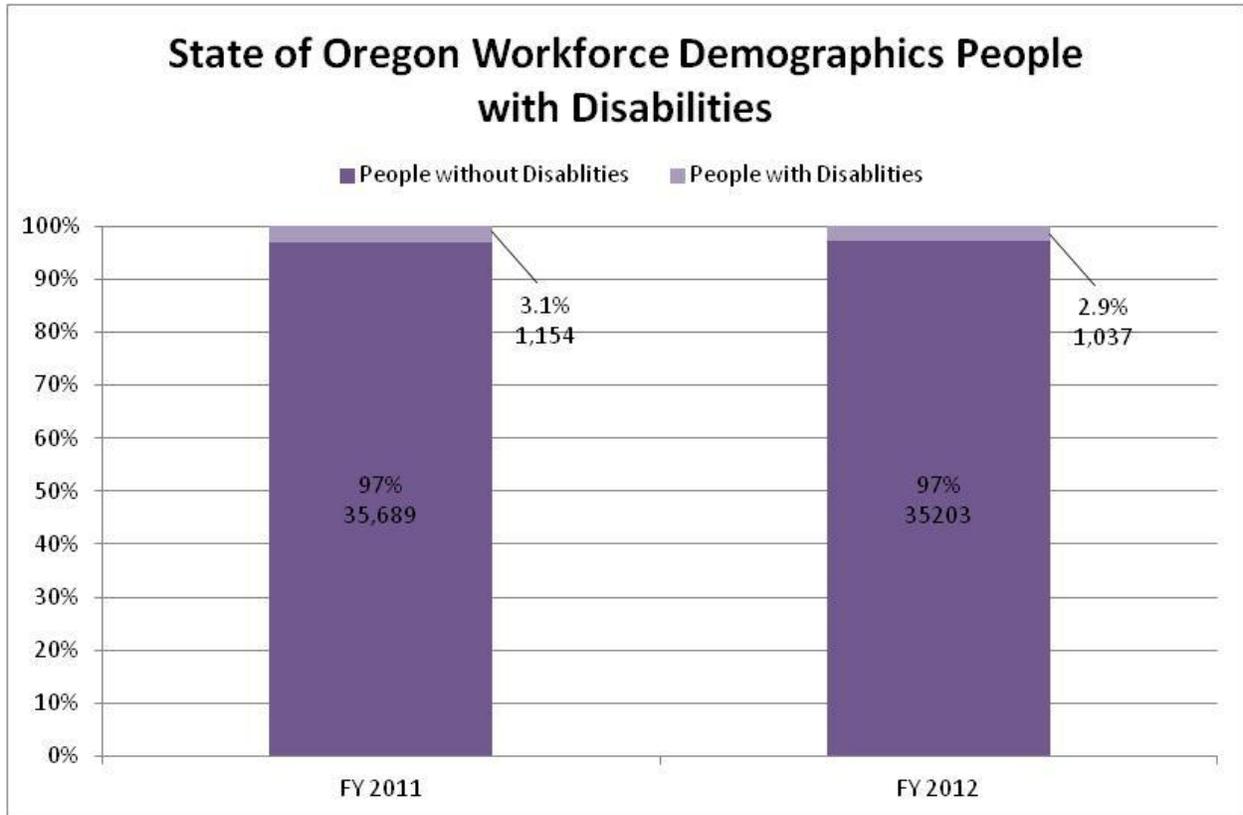
In 2012, there were 47 more State of Oregon employees who were people of color than in 2011. However, the number of Caucasian people decreased over the year by 684.



Source: Oregon Department of Administrative Services

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

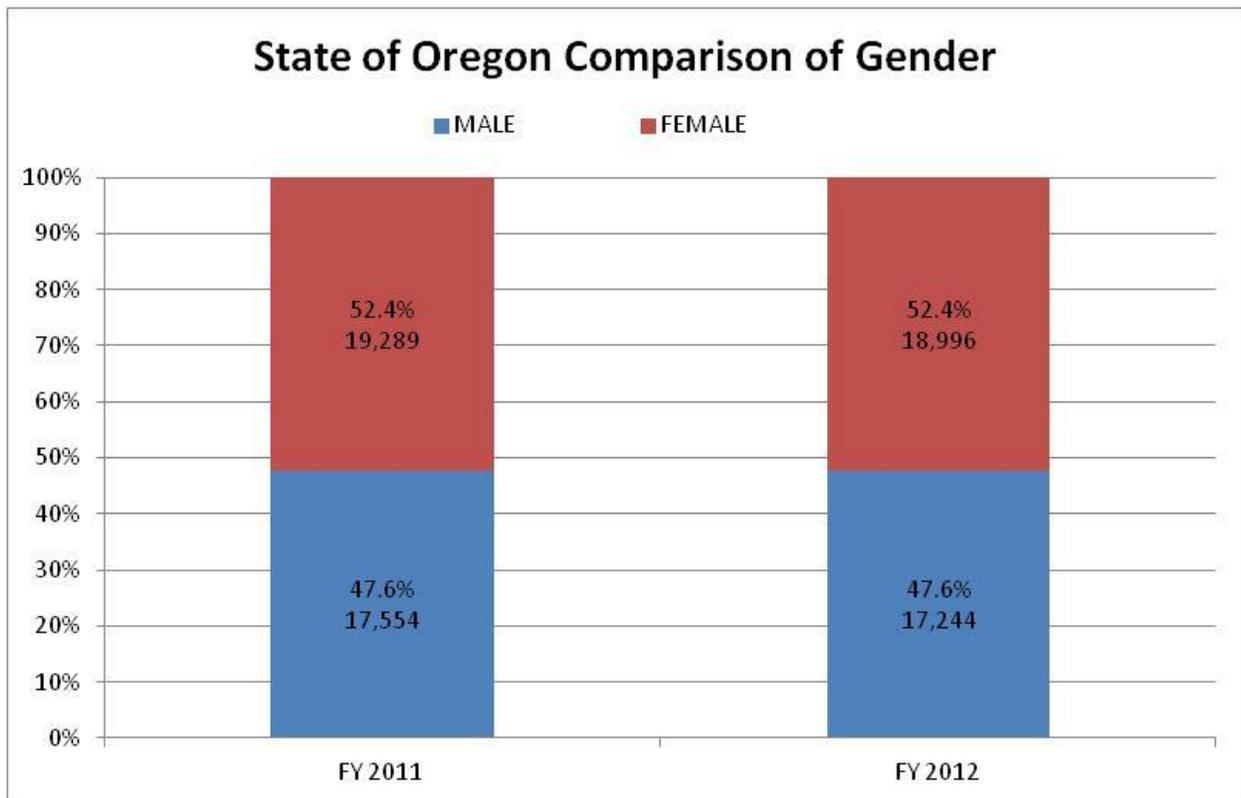
The number of State of Oregon employees who disclosed a disability decreased from 2012 to 2011 by 117, and their share of the total state government workforce decreased by 0.2%. During that same time period, the number of employees without disabilities also decreased by 486.



Source: Oregon Department of Administrative Services

Chart 3: State of Oregon Comparison of Gender

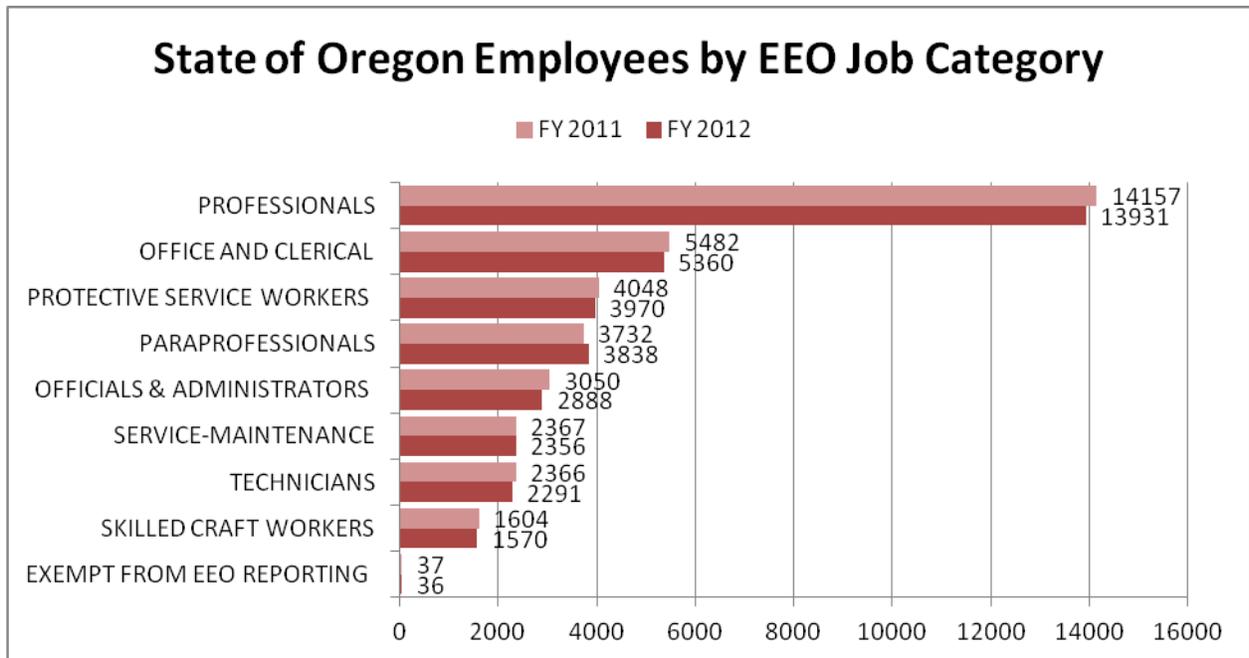
In 2011 and 2012, women accounted for 52.4 percent of the State of Oregon's. The percentages remain the same although there was a loss of 293 female workers and 310 male workers between the two years.



Source: Oregon Department of Administrative Services

Chart 4: State of Oregon Employees by EEO Job Categories

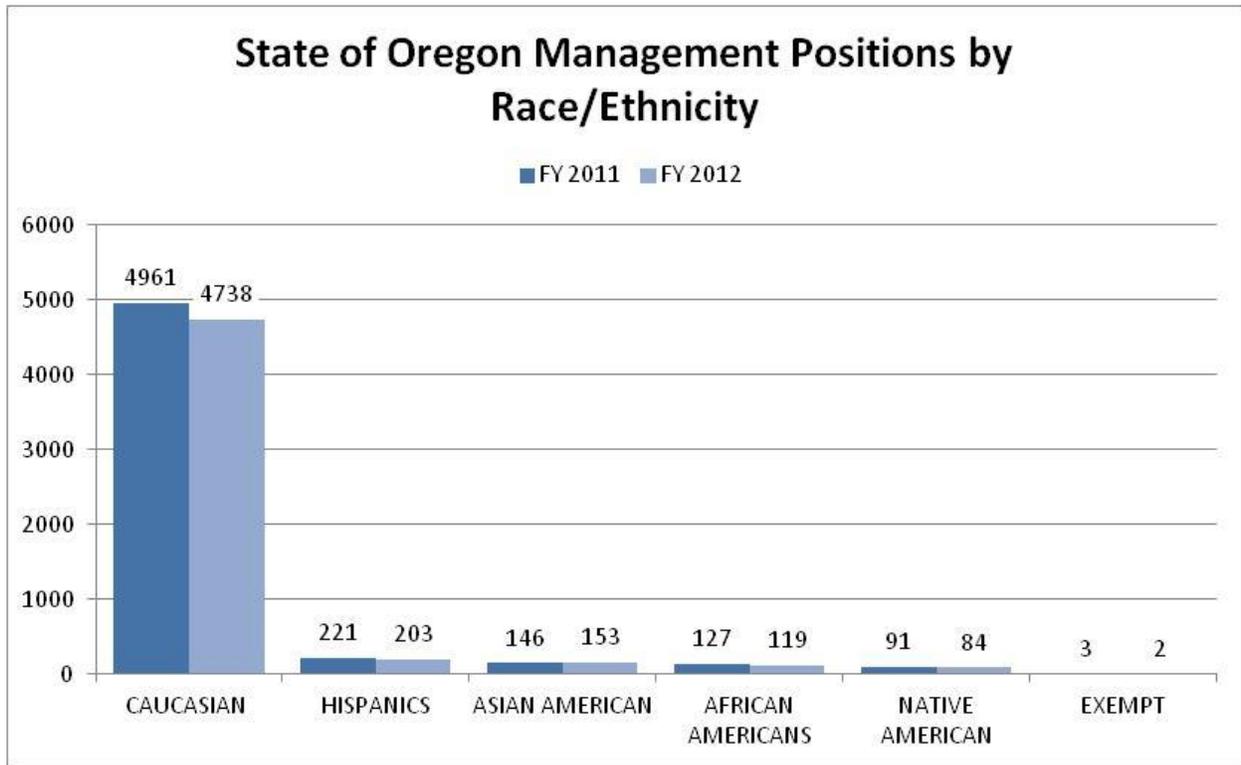
Oregon state government employment lost about 603 people from 2010 to 2012. Overall, most categories saw a loss, except for “Paraprofessionals” where there was a gain of 106 jobs.



Source: Oregon Department of Administrative Services

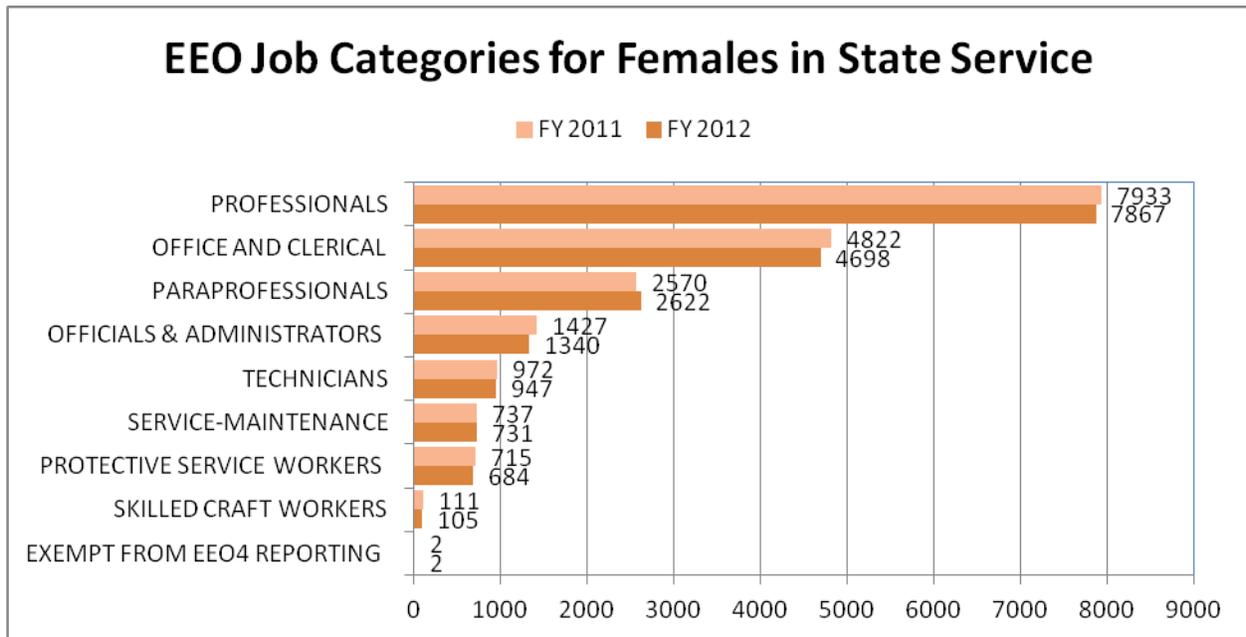
Chart 5: State of Oregon Management Positions by Race/Ethnicity

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



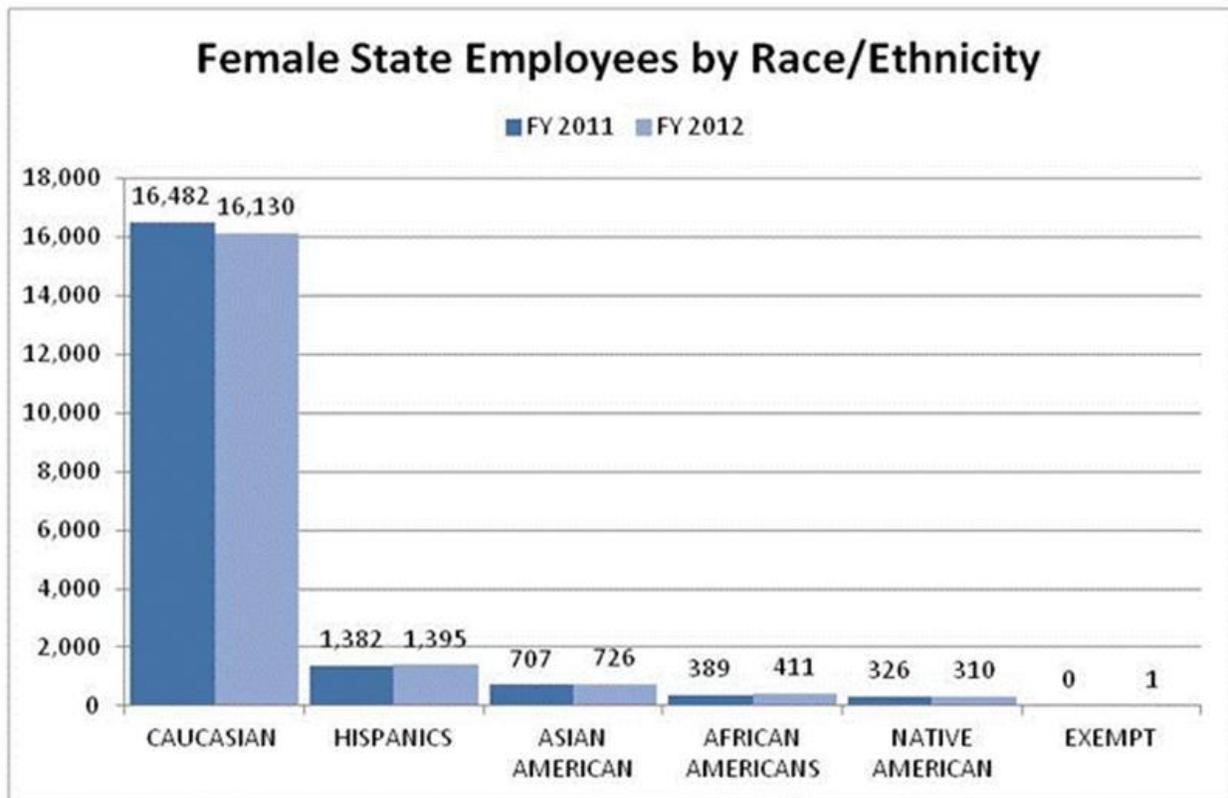
Source: Oregon Department of Administrative Services

Chart 6: EEO Job Categories for Females in State Service



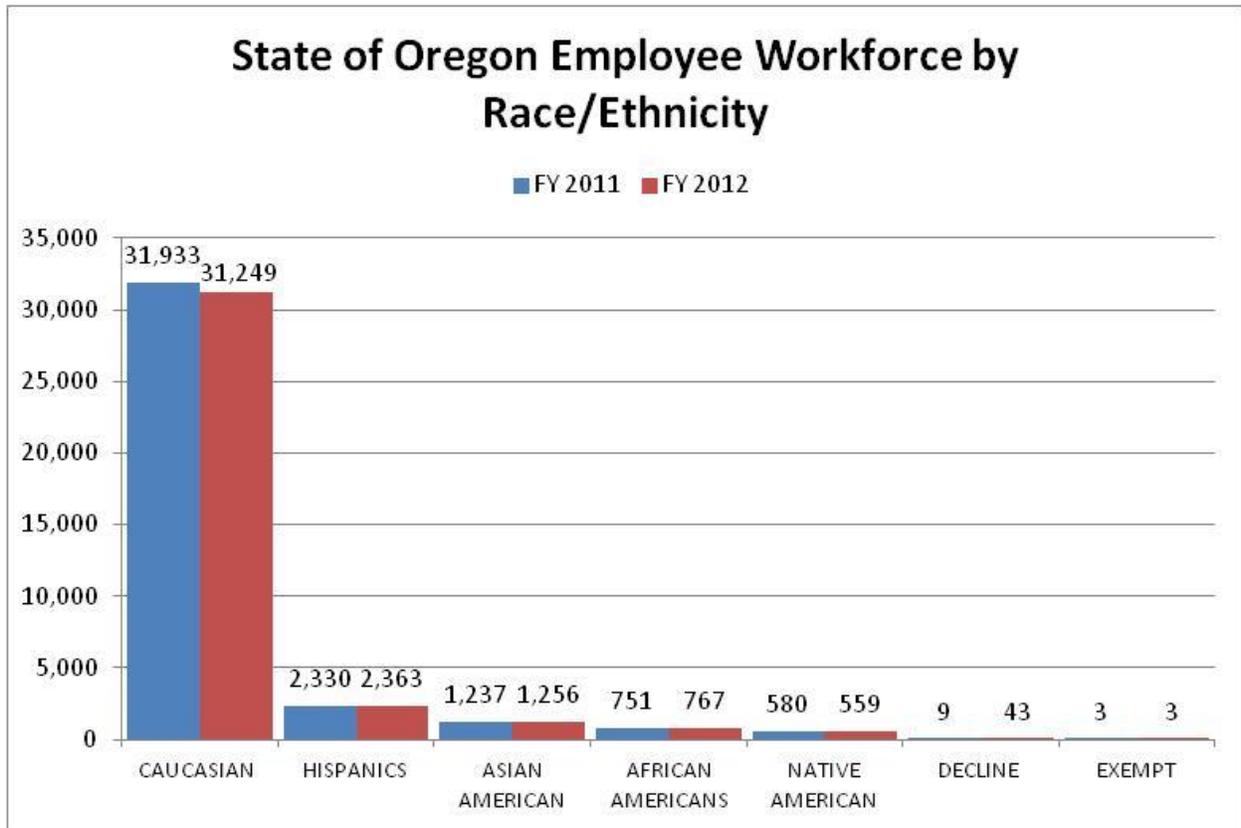
Source: Oregon Department of Administrative Services

Chart 7: Female State Employees by Race/Ethnicity



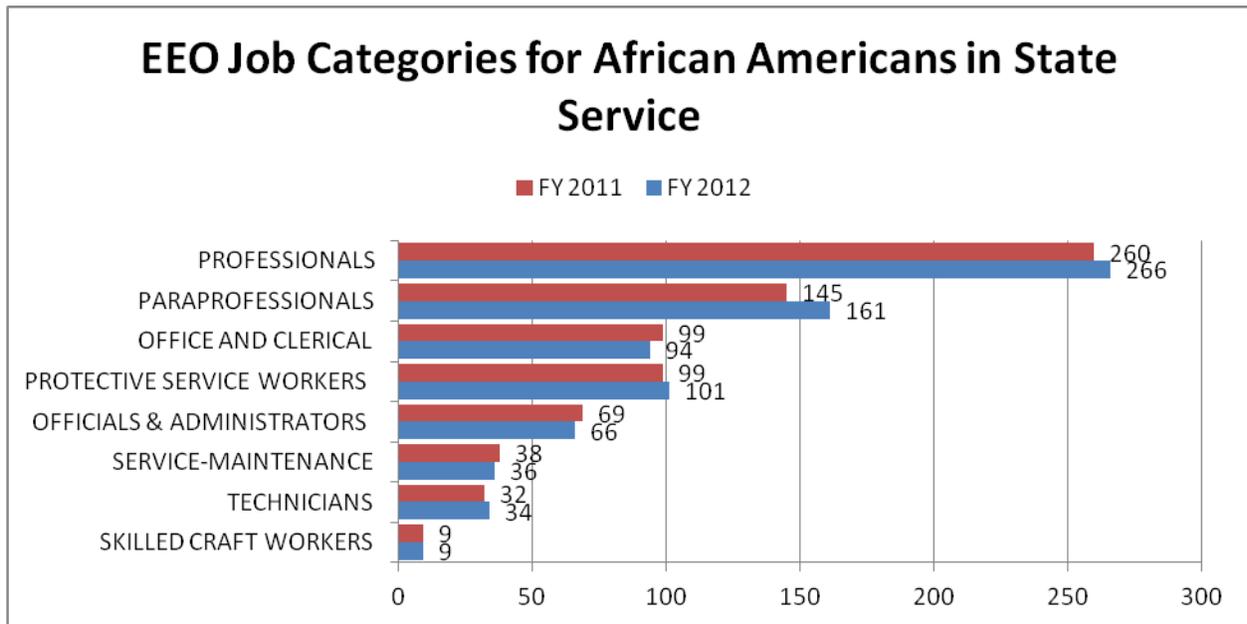
Source: Oregon Department of Administrative Services

Chart 8: State of Oregon Workforce by Race/Ethnicity



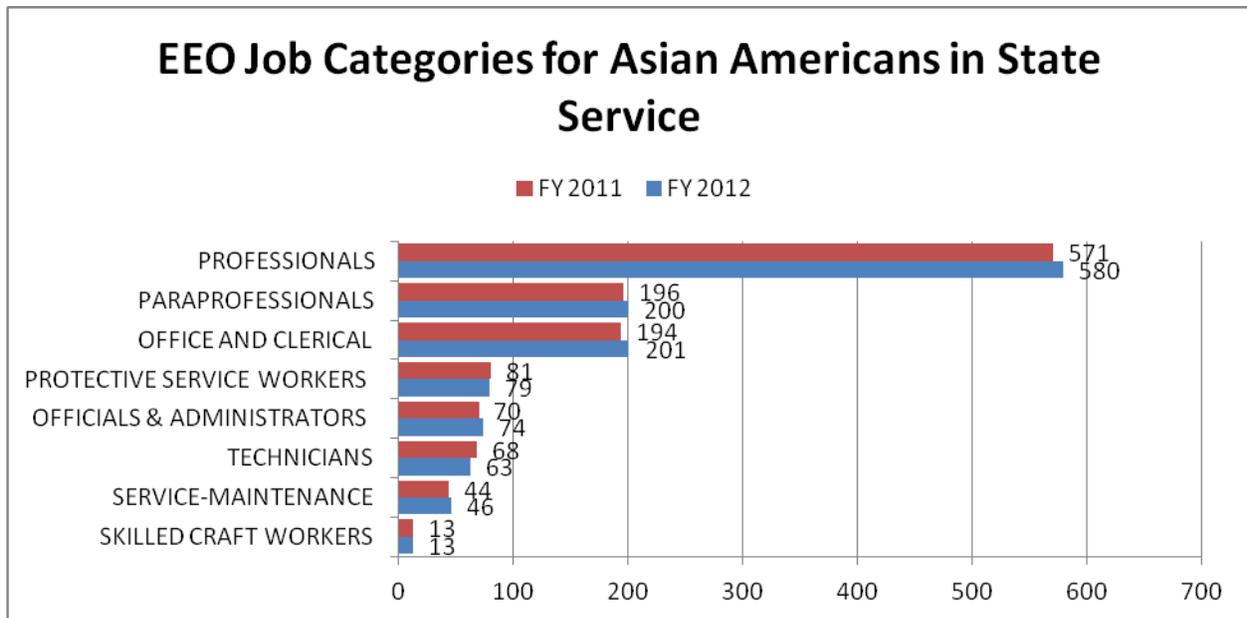
Source: Oregon Department of Administrative Services

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



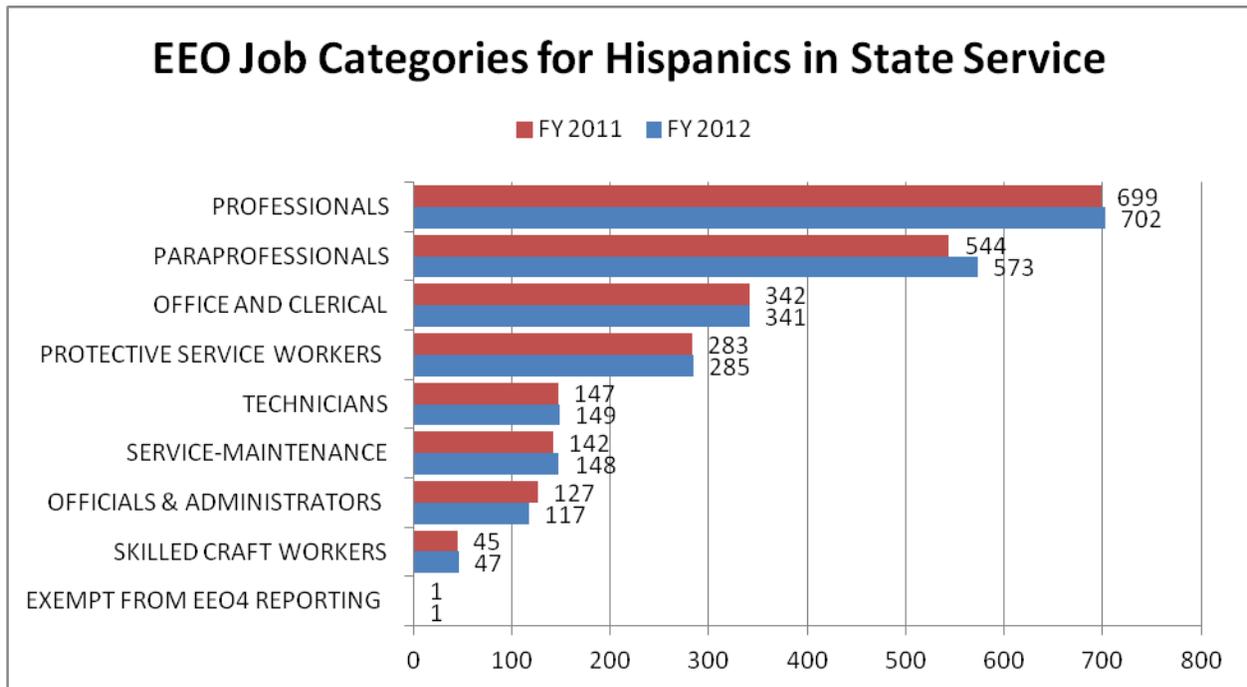
Source: Oregon Department of Administrative Services

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



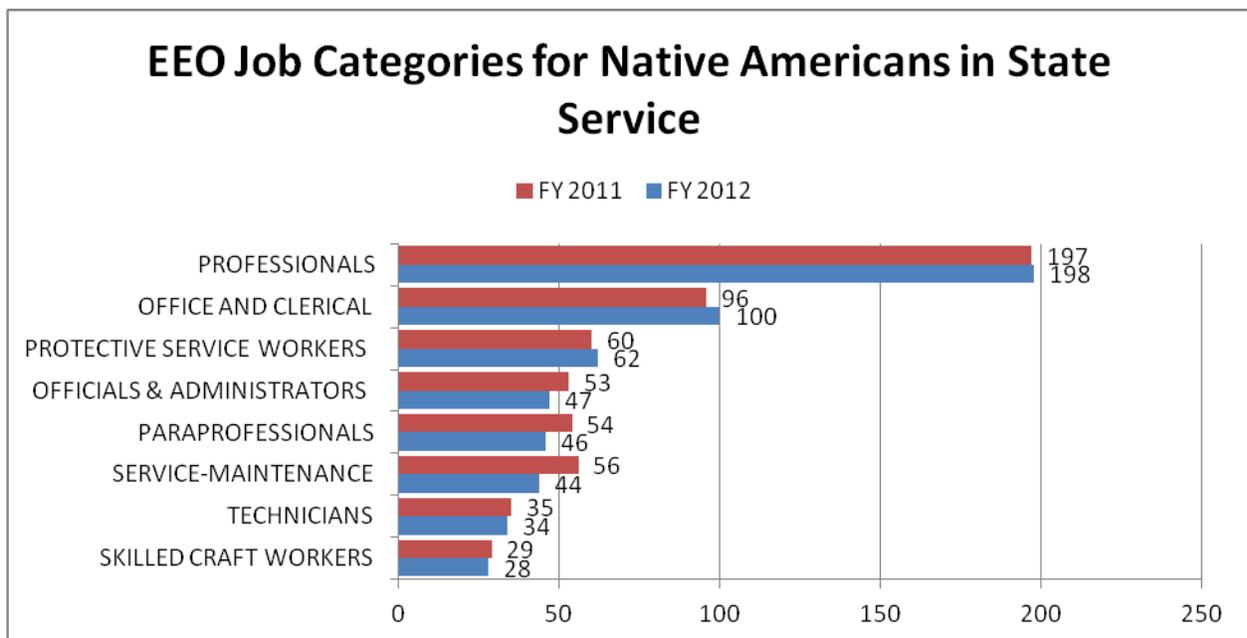
Source: Oregon Department of Administrative Services

Chart 11: EEO Job Categories for Hispanics in State Service



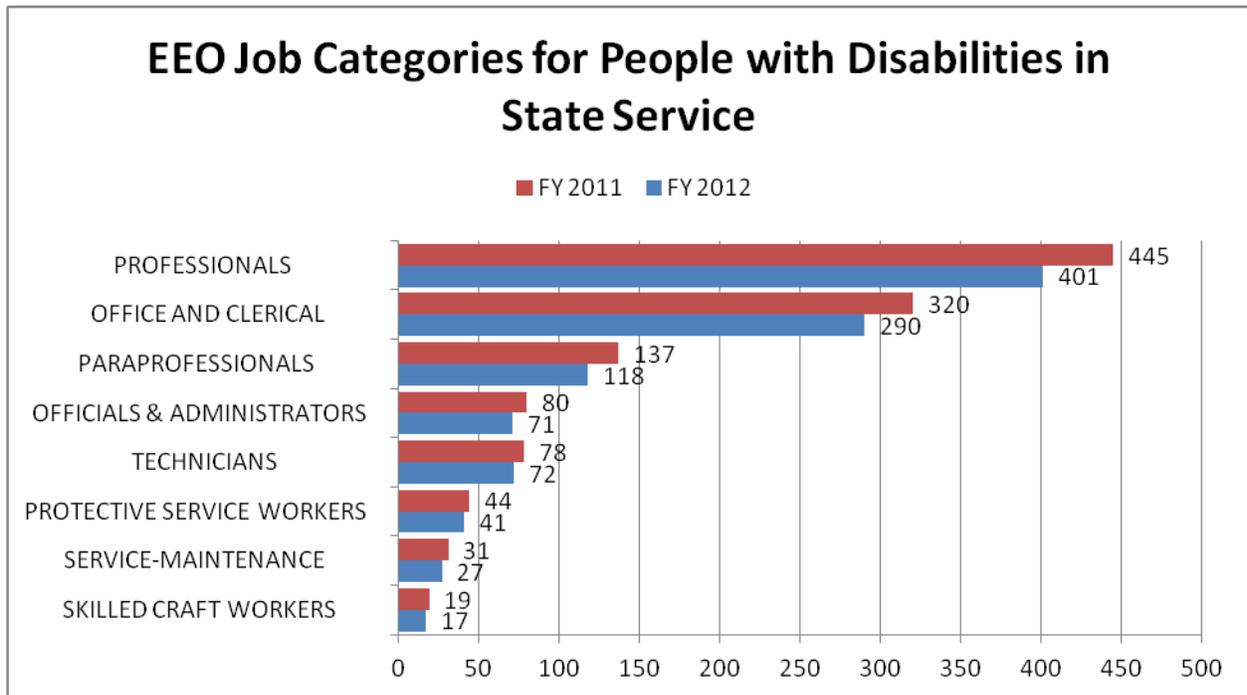
Source: Oregon Department of Administrative Services

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



Source: Oregon Department of Administrative Services

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



Source: Oregon Department of Administrative Services

Chart 14: Large Agency Demographics
7/01/2010 - 6/30/2012

Agency	Total Employees	Male total & %	Female total & %	Caucasian total & %	People of Color	People with Disabilities
1. Human Services	7381	1650 22.4%	5731 77.6%	5795 78.5%	1556 21.1%	330 4.5%
2. Transportation	4662	2970 63.7%	1692 36.3%	4210 90.3%	452 9.7%	185 4%
3. Corrections	4474	2957 66.1%	1517 33.9%	3958 88.5%	516 11.5%	50 1.1%
4. OR Health Authority	4306	1480 34.4%	2826 65.6%	3586 88.3%	711 16.5%	111 2.6%
5. Employment	1515	521 34.4%	994 65.6%	1208 79.7%	307 20.3%	35 2.3%
6. Fish and Wildlife	1379	928 67.3%	451 32.7%	1315 95.4%	63 4.6%	21 1.5%
7. Justice	1328	352 26.5%	976 73.5%	1160 87.3%	168 12.7%	32 2.4%
8. State Police	1222	805 65.9%	417 34.1%	1142 93.5%	80 6.5%	7 0.6%
9. Forestry	1177	900 76.5%	277 23.5%	1092 92.8%	82 7%	15 1.3%
10. Youth Authority	1103	689 62.5%	414 37.5%	909 82.4%	194 17.6%	17 1.5%
11. Revenue	1018	337 33.1%	681 66.9%	882 86.6%	136 13.4%	23 2.3%
12. Parks	959	522 54.4%	437 45.6%	908 94.7%	50 5.2%	12 1.3%
13. Consumer and Business Services	919	390 42.4%	529 57.6%	827 90%	92 10%	25 2.7%
14. Administrative Services	793	431 54.4%	362 45.6%	688 86.8%	105 13.2%	23 2.9%
15. Environmental Quality	700	393 56.1%	307 43.9%	630 90%	70 10%	22 3.1%
16. Military	567	443 78.1%	124 21.9%	499 88%	68 12%	14 2.5%
17. Agriculture	540	283 52.4%	257 47.6%	474 87.8%	66 12.2%	6 1.1%

Source: Oregon Department of Administrative Services

Description: Agencies are listed based on their total employee size.

Chart 15: Medium Agency Demographics
7/01/2010 - 6/30/2012

Agency	Total Employees	Male total & %	Female total & %	Caucasian total & %	People of Color	People with Disabilities
1. Education, Dept of	392	126 32.1%	266 67.9%	353 90.1%	39 9.9%	29 7.4%
2. Public Employees Retirement System	359	124 34.5%	235 65.5%	307 85.5%	52 14.5%	16 4.5%
3. Public Safety Standards and Training	330	252 76.4%	78 23.6%	303 91.8%	27 8.2%	2 0.6%
4. Liquor Control Commission	225	117 52.0%	108 48.0%	188 83.6%	37 16.4%	3 1.3%
5. Secretary of State	200	82 41.0%	118 59.0%	180 90.0%	20 10.0%	5 2.5%
6. Housing and Community Services, Dept. of	198	69 34.8%	129 65.2%	178 89.9%	20 10.1%	7 3.5%
7. Public Utility Commission	132	63 47.7%	69 52.3%	114 86.4%	18 13.6%	5 3.8%
8. OR Business Development Dept.	131	63 48.1%	68 51.9%	115 87.8%	16 12.2%	7 5.3%
9. Water Resources, Dept.	125	72 57.6%	53 42.4%	114 91.2%	11 8.8%	12 9.6%
10. Energy, Dept. of	118	56 47.5%	62 52.5%	102 86.4%	16 13.6%	4 3.4%
11. Lands, Dept. of State	109	45 41.3%	64 58.7%	98 89.9%	11 10.1%	0 0.0%
12. Labor and Industries, Bureau of	105	42 40.0%	63 60.0%	79 75.2%	25 23.8%	14 13.3%
13. Treasury, Oregon State	90	42 46.7%	48 53.3%	82 91.1%	7 7.8%	1 1.1%
14. Veterans' Affairs, Dept. of	90	36 40.0%	54 60.0%	85 94.4%	5 5.6%	6 6.7%
15. Public Defense Services	73	23 31.5%	50 68.5%	68 93.2%	5 6.8%	0 0.0%
16. Construction Contractors Board	70	32 45.7%	38 54.3%	63 90.0%	7 10.0%	4 5.7%
17. Governor, Office of the	65	27 41.5%	38 58.5%	54 83.1%	11 16.9%	0 0.0%
18. Community College/ Workforce Dev, Dept of	59	19 32.2%	40 67.8%	53 89.8%	6 10.2%	1 1.7%
19. Land Conservation and Development, Dept. of	58	33 56.9%	25 43.1%	58 100.0%	0 0.0%	1 1.7%
20. Nursing, Board of	56	10 17.9%	46 82.1%	50 89.3%	6 10.7%	0 0.0%
21. Blind, Commission for the	52	19 36.5%	33 63.5%	48 92.3%	4 7.7%	12 23.1%

Source: Oregon Department of Administrative Services

Description: Agencies are listed based on their total employee size.

Chart 16: Small Agency, Boards, and Commission Demographics
7/01/2010 - 6/30/2012

Agency	Total Employees	Male total & %	Female total & %	Caucasian total & %	People of Color	People with Disabilities
1. Geology and Mineral Industries, Dept. of	44	29 65.9%	15 34.1%	41 93.2%	3 6.8%	0 0.0%
2. Library, Oregon State	44	15 34.1%	29 65.9%	39 88.6%	5 11.4%	3 6.8%
3. OR Medical Board	41	11 26.8%	30 73.2%	29 70.7%	12 29.3%	2 4.9%
4. Marine Board	40	16 40.0%	24 60.0%	38 95.0%	2 5.0%	1 2.5%
5. District Attorneys/Deputies	36	34 94.4%	2 5.6%	35 97.2%	1 2.8%	0 0.0%
6. OR Health Licensing Agency	36	17 47.2%	19 52.8%	30 83.3%	6 16.7%	2 5.6%
7. Student Access Commission	33	8 24.2%	25 75.8%	28 84.8%	5 15.2%	0 0.0%
8. Watershed Enhancement Board	31	10 32.3%	21 67.7%	30 96.8%	1 3.2%	1 3.2%
9. Real Estate Agency	29	8 27.6%	21 72.4%	27 93.1%	2 6.9%	0 0.0%
10. Teacher Standards and Practices	24	6 25.0%	18 75.0%	19 79.2%	5 20.8%	0 0.0%
11. Pharmacy, Oregon Board of	18	5 27.8%	13 72.2%	18 100.0%	0 0.0%	1 5.6%
12. Youth Development Council (Children & Families Com.)	17	3 17.6%	14 82.4%	11 64.7%	6 35.3%	0 0.0%
13. Racing Commission	17	9 52.9%	8 47.1%	16 94.1%	1 5.9%	1 5.9%
14. Parole/Post Prison Supervision, Board of	16	4 25.0%	12 75.0%	15 93.8%	1 6.3%	0 0.0%
15. Employment Relations Board	15	5 33.3%	10 66.7%	15 100.0%	0 0.0%	1 6.7%
16. Aviation, Department of	14	8 57.1%	6 42.9%	14 100.0%	0 0.0%	0 0.0%
17. Long Term Care Ombudsman	11	1 9.1%	10 90.9%	9 81.8%	2 18.2%	0 0.0%
18. Psychiatric Security Review Board	11	1 9.1%	10 90.9%	9 81.8%	2 18.2%	0 0.0%
19. Criminal Justice Commission	8	3 37.5%	5 62.5%	7 87.5%	1 12.5%	0 0.0%
20. Government Ethics Commission	8	1 12.5%	7 87.5%	8 100.0%	0 0.0%	0 0.0%
21. Dentistry, Board of	7	4 57.1%	3 42.9%	6 85.7%	1 14.3%	0 0.0%
22. Forest Resources Institute, Oregon	7	4 57.1%	3 42.9%	7 100.0%	0 0.0%	0 0.0%
23. Licensed Social Workers Board	7	2 28.6%	5 71.4%	6 85.7%	1 14.3%	0 0.0%
24. Mortuary and Cemetery	7	2	5	6	1	0

Board		28.6%	71.4%	85.7%	14.3%	0.0%
25. Accountancy, Oregon Board of	6	2 33.3%	4 66.7%	6 100.0%	0 0.0%	0 0.0%
26. Board of Massage Therapists	5	0 0.0%	5 100.0%	5 100.0%	0 0.0%	0 0.0%
27. Chiropractic Examiners, Board of	5	2 40.0%	3 60.0%	5 100.0%	0 0.0%	0 0.0%
28. Land Use Board of Appeals	5	2 40.0%	3 60.0%	4 80.0%	1 20.0%	0 0.0%
29. Counselors and Therapist Board	4	2 50.0%	2 50.0%	4 100.0%	0 0.0%	0 0.0%
30. Tax Practitioners, State Board of	4	1 25.0%	3 75.0%	4 100.0%	0 0.0%	0 0.0%
31. Medical Imaging, Board	3	2 66.7%	1 33.3%	3 100.0%	0 0.0%	0 0.0%
32. Naturopathic Medicine, Board	3	1 33.3%	2 66.7%	3 100.0%	0 0.0%	0 0.0%
33. Psychologist Examiners Board	3	0 0.0%	3 100.0%	3 100.0%	0 0.0%	0 0.0%
34. Speech Pathology/Audiology	3	1 33.3%	2 66.7%	3 100.0%	0 0.0%	0 0.0%
35. Veterinary Med Examining Board	3	1 33.3%	2 66.7%	3 100.0%	0 0.0%	0 0.0%
36. Advocacy Commissions Office	2	0 0.0%	2 100.0%	2 100.0%	0 0.0%	0 0.0%
37. Occupational Therapy, Board	1	0 0.0%	1 100.0%	1 100.0%	0 0.0%	0 0.0%

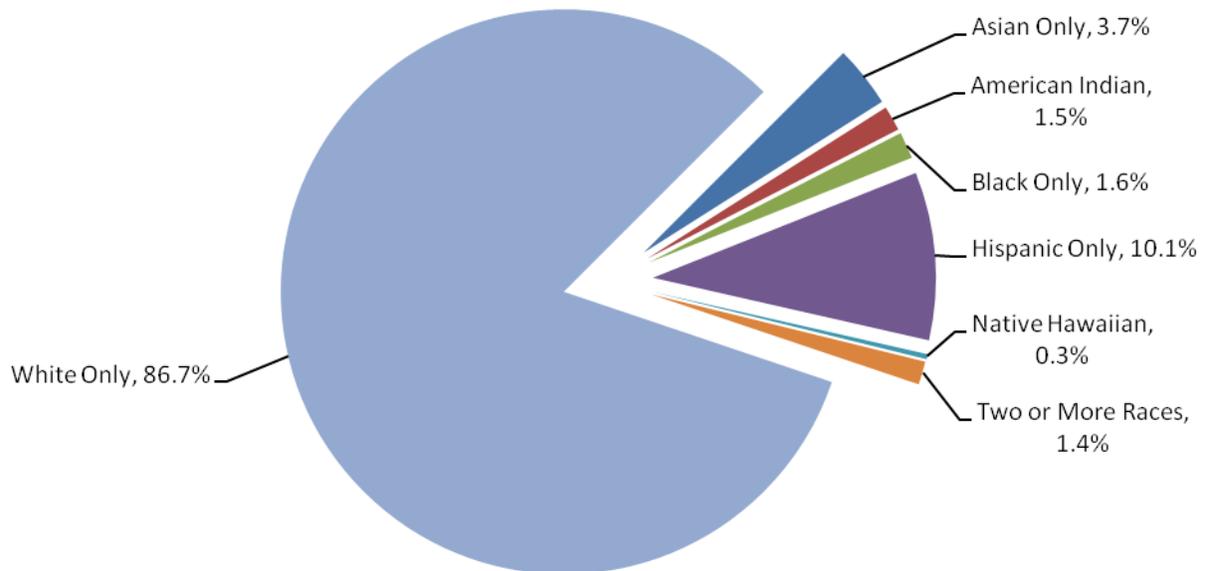
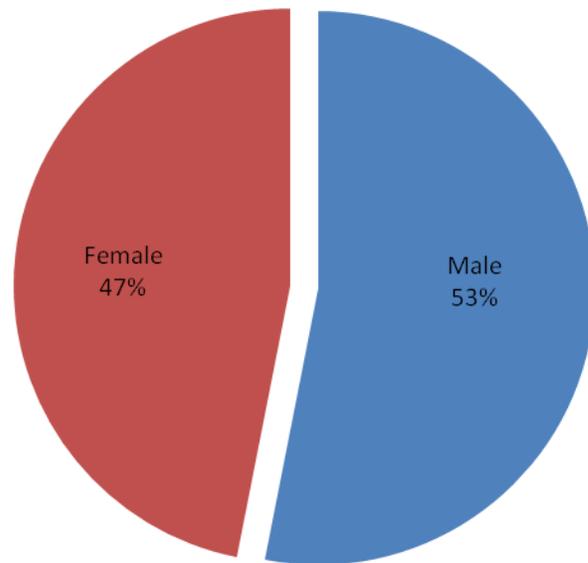
Source: Oregon Department of Administrative Services

Description: Agencies are listed based on their total employee size.

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.

Gender of Oregon's Workforce 2010



Source: Oregon Employment Department, www.qualityinfo.org/pubs/aa/oregon.pdf

APPENDIX A: Governor's Executive Order 08-18

Office of the Governor
State of Oregon



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.



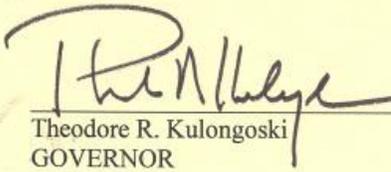


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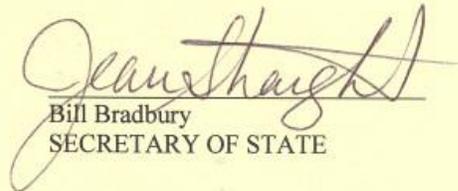
7. This Executive Order and Executive Order 05-01 expire on December 31, 2014.

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: Governor's Proclamations Pertaining to Diverse Communities

2011

Month	Proclamation
July	Americans with Disabilities Act Awareness Month
August 26 th	Women's Equality Day
September	Hispanic Heritage Month
September 27 th - October 1 st	Minority Enterprise Development Week
October	Civil Rights Month
October	National Disability Employment Awareness Month
November	National American Indian Heritage Month
November	Hire A Veteran Month
December 10 th	Human Rights Day

2012

Month	Proclamation
January 13th	Korean American Day
January 16th	Rev. Dr. Martin Luther King, Jr. Remembrance Day
January 23rd	Chinese New Year
January 23rd	Vietnamese New Year/Year of the Dragon
February	African American Heritage Month
March	Women's History Month
May	Asian Pacific American Heritage Month
June 19th	Juneteenth Independence Day
July	Americans with Disabilities Act Awareness Month
July	Disability Employment Awareness Month
August 26th	Women's Equality Day
September	Hispanic Heritage Month
September 26th -October 3rd	Minority Enterprise Development Week
October	Civil Rights Month
November	Native American Heritage Month
November	Hire A Veteran Month
December 1st	Rosa Parks Day
December 10th	Human Rights Day

APPENDIX D: 10-Point Recruitment Plan for Community Engagement

DRAFT
State of Oregon

Diversity & Inclusion 10-Point Recruitment & Placement Checklist

1. Review Position Vacancy & “Time to Fill Timeline” for Diversity & Inclusion
2. Review Position for Agency/Statewide Promotion or Open Competitive for Diversity & Inclusion
3. Review Position Description for Diversity & Inclusion
 - ✓ Position Objectives & Outcomes
 - ✓ Knowledge, Skills, Aptitudes
 - ✓ Class & Compensation Plan
 - ✓ Diversity & Inclusion Statement within position description
4. Review Job Announcement for Diversity & Inclusion
 - ✓ Accurate depiction of position description in relationship to objectives & outcomes
 - ✓ Diversity & Inclusion Statement within Job Announcement
 - ✓ Define & Execute Job Announcement Communication/Outreach Strategy
5. Review Candidate Pool and Manage Data Set throughout opening for Diversity & Inclusion
6. Evaluate Closing of Recruitment based on Diversity & Inclusion Steps and Results
7. Develop Interview Questions that address Diversity & Inclusion
8. Develop hiring panels that model Diversity & Inclusion Objectives
9. Develop a reference question that addresses Diversity & Inclusion
10. New Employee Orientation includes Agency Diversity & Inclusion Philosophy Discussion

An Executive Summary - including challenges, lessons learned and steps for moving forward - of outlined process must be incorporated into your biennial Affirmative Action Reports.

APPENDIX E: 10-Point Community Engagement Strategy for Policy Advisors

Governor Policy Advisor 10-Point Community Outreach/Engagement Strategy

“Developing a Diversity & Inclusion Lens”

D&I Definition: Diversity is the Mix (Noun), Inclusion Is Getting the Mix to Work (Verb); Tapia, 2010

Exclusion: The Antithesis of Inclusion - A powerful action that leads to alienation, marginalization and disenfranchisement and shapes the lens of communities that are historically underrepresented in society.

Social Press: Issues of importance pertaining to demographics that influence and change overall public opinion. In this case and for this document, communities of color is a segment of Oregon’s population that now make-up 28%.

How to Include Them Is Critical As We Build Out and Implement Our Policy Agenda: This involves building a base of trusted confidants from beginning to end, through the use of consistent and intentional outreach & communication actions by “finding common ground” and the use of “telling story.”

- 1.) **Inventory** - Who’s In Your Inner Circle? Who’s Excluded from Your Inner Circle? Why?
- 2.) **Expand** - Your Inner Circle based on Self-Evaluation. If you have none, start with those you have recently appointed to the specific boards and commissions that fall within your policy area. Also review if there are professionals of color in leadership positions within your policy area/portfolio at the agency level and meet with them for consideration. All these folks are “boots on the ground” and potential surrogates for you and the Governor.
- 3.) **Communicate** - Meet with your newly defined Inner Circle periodically and on an as needed basis so that you have your “hand on the ball” and are in step with this rapidly growing population segment of Oregon. Develop a strategy for public input and engagement.
- 4.) **Recognize** - Some of the policy areas are overlapping and that many people from historically underrepresented communities were “multiple hats” because this population has been so small in Oregon. Where can you partner with your fellow policy advisor? Also recognize that one person “doesn’t speak for the community (so we shouldn’t be going to the same person every time),” “that they all don’t get along,” just like in the white culture; and because of

generational/demographic shifts, this is a contentious time in the struggle/battle for building community leadership and “who has power.”

- 5.) **Linking Key Themes/Issues** - Identify, list and map out the key themes/issues and connect them back to your policy area/portfolio.
- 6.) **Reviewing Key Themes/Issues** - And vet with your Inner Circle for clarification and confirmation.
- 7.) **Reviewing Key Themes/Issues** - And vet with your fellow policy advisors, especially Director, Diversity & Inclusion & Director of Economic & Business Equity.
- 8.) **Reviewing Key Themes/Issues** - And vet with Chief of Staff.
- 9.) **Reviewing Key Themes/Issues** - And vet with the Governor. Demonstrate how you’ve incorporated key issues/themes into the creation and implementation of the policy agenda.
- 10.) **Define/Measure Results & Accountability** - Develop metrics (quantitative & qualitative) based on this process and incorporate this “Diversity & Inclusion Lens” as overlay into any annual or biennial reports you produce, especially those reports that call out Affirmative Action, Equality, Access & Equity, Civil Rights, Representative, Responsiveness, Effectiveness, etc. within your policy area/portfolio.

APPENDIX F: Moving the Needle Presentation By Frank Garcia, Jr.

Moving the Needle Forward: Diversity & Inclusion, Affirmative Action – Complimentary Concepts

OSFA Annual Conference
May 7, 2013

Frank Garcia, Jr. MA
Sr. Policy Advisor, Director, Diversity & Inclusion,
Affirmative Action, Office of the Governor, John Kitzhaber
(503) 986-6543 frank.garcia@state.or.us

Agenda

1. Group Exercise
2. Affirmative Action, Diversity & Inclusion & Demographics
3. The "Social Press"
4. Applying Diversity & Inclusion
5. Group Exercise
6. Perspective, Examples and Results from the Governor's Office
7. Cultural Competency & Community Resources
8. Q&A

Group Exercise

Workplace Exclusion



Some Questions To Ask?

- How do you describe Affirmative Action?
- How do you describe Diversity?
- How do you describe Inclusion?
- Are these concepts important to you and your organization? How do you know?



Affirmative Action

- Associated Terms
 - Compliance, Equal Employment Opportunity, Equality
 - Federal Law
 - Regulatory
 - Administrative
 - Accountability
 - Head Counts
 - Minimums
 - Reactive
 - Set-Asides, Handouts
 - Symbolism
 - Check the Box/"One and Done"
 - Ultimately, something ***you have*** to do!

Diversity & Inclusion

- Associated Terms
 - Problem Solving
 - Helpfulness & Resourcefulness
 - Organizational Development
 - Innovation, Creativity
 - Leveraging, Leadership
 - Competitive Edge & Prosperity
 - Equity, Empowerment
 - Pro-Active, Relevance
 - Value Added Outcomes
 - Ultimately, something ***you want*** to do!

Affirmative Action/Diversity & Inclusion

- **Affirmative Action = “Us vs. Them”**
 - “All the good that is Affirmative Action gets usurped by Us vs. Them.”
 - Ted Childs, SHRM Annual Diversity Conference, 2010

- **Diversity & Inclusion = “Value Added”**
 - “Diversity is the Mix; Inclusion is getting the mix to work.”
 - Andres Tapia, SHRM Annual Diversity Conference, 2010

Building A Comprehensive Diversity Program:



Workforce Diversity

- **"To celebrate diversity is to appreciate and value individual differences.** SHRM strives to be the leader in promoting workplace diversity. Although the term is often used to refer to differences based on ethnicity, gender, age, religion, disability, national origin and sexual orientation, diversity encompasses an infinite range of individuals' unique characteristics and experiences, including communication styles, physical characteristics such as height and weight, and speed of learning and comprehension."
 - Society for Human Resource Management
- Diversity – "Frank's Definition"
 - **All of us in this room**
 - We all bring a unique set of skill sets, experiences and perspectives;
 - And they should be leveraged for the improvement of the system/profession and one's own personal/professional development.
 - Problem solving for the advantage of the organization & customers

Changes in Population - USA

	1995		2050
■ White	73.6%	■ White	44%
■ Black	12.0%	■ Black	15%
■ Hispanic/Latino	10.2%	■ Hispanic	30%
■ Asian	3.3%	■ Asian	9%
■ Native American	0.7%	■ Native American	2%

37% of the population today are now Minorities
 Minorities will be the majority by 2042

Source - U.S Census Bureau

Oregon Demographic Shifts, 2011

Racial & Ethnic Minorities, Source: US Census Bureau

Region	2011 Totals (Estimate)	% of Total Population
Oregon	847,937	21.9%
Washington County	165,365	30.6%
Marion County	101,401	31.8%
Multnomah County	217,677	29.9%
Salem	45,779	29.3%
Woodburn	14,980	61.5%

Race & Ethnicity Statewide Breakouts

Black	77,437	2%
American Indian/Alaskan Native	69,693	1.8%
Asian	151,002	3.9%
Hispanic/Latino	464,623	12%
Native Hawaiian & Other Pacific Islander	15,487	.04%
Two or More Races	131,643	3.4%

BUYING POWER 2007

- Asian American 459 Billion
- Hispanic 962 Billion
- African American 845 Billion
- Native American 57 Billion
- Multiracial 93 Billion
- Gay and Lesbian 690 Billion
- People w/Disabilities 461 Billion
- Source: Selig Center, University of Georgia, 2007

Largest Populations – World Rankings (Millions, 2008)

1.	China	1,336.3
2.	India	1,186.2
3.	United States	308.2
4.	Indonesia	234.3
5.	Brazil	194.2
6.	Pakistan	167.0
7.	Bangladesh	161.3
8.	Nigeria	151.5
9.	Russia	141.8
10.	Japan	127.9

Source: Pocket World In Figures, 2011 Edition; The Economist

Largest Populations – World Rankings (Millions, 2050)

1.	China	1,614
2.	India	1,417
3.	United States	404
4.	Pakistan	335
5.	Nigeria	289
6.	Indonesia	288
7.	Bangladesh	222
8.	Brazil	219
9.	Ethiopia	174
10.	Congo-Kinshasa	148

Source: Pocket World In Figures, 2011 Edition; The Economist

Workforce 2000 & Global Economy

- Prepare to have 7 to 8 jobs in a career
- 40 years with one company are over
- Mergers, Consolidation , Outsourcing & Corporate takeovers
- Retooling our Economy & Domestic Workforce - Manufacturing jobs to go overseas & give way to higher paying service economy jobs
- An economy of communication, words, math, science, research, etc.

Where will Social Press come from?

- Global & service economy
- Continuous population diversity growth
 - 2042, Minorities the majority
- Increased disparities?
- Societal problems and challenges
- Voter turnout and participation of “unlikely voters”

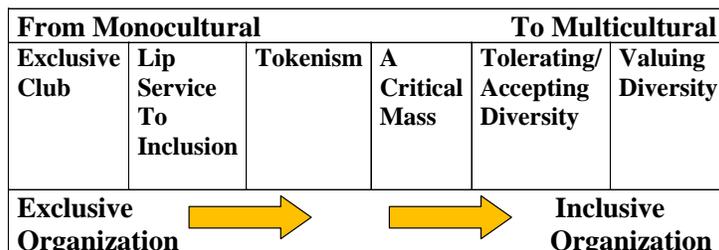
Some Current Problems We Face

- Consistently high unemployment rates
- There are more poor people today than there were 10 years ago
- Foreclosures through the roof
- How many storefronts are up for lease?
- 1/3 of our Oregon students don't graduate from high school
- 54% of all students of color do not graduate from high school
- 1/3 of the state government is dedicated to the "safety net"
- Multiple counties on discussing bankruptcy
- Fiscal Cliff
- Debt Ceiling
- Immigration Reform

Put The Head On The Nail

- Examples:
 - "Nova"
 - MGM
 - Dept. of Consumer & Business Services
 - Dept. of Motor Vehicles
 - Secretary of State - Help America Vote Act
 - Office of the Governor

The Organizational Continuum



Source: Cross, T., Bazron, B., Dennis, K., & Isaacs, M. (1989). *Towards a Culturally Competent System of Care, Vol. 1*

Oregon State Bar (OSB)

OSB Mission

- The mission of the Oregon State Bar is to serve justice by promoting respect for the rule of law, by improving the quality of legal services, and by increasing access to justice.

Values of the Oregon State Bar

- Integrity
- Fairness
- Leadership
- *Diversity - The bar is committed to serving and valuing its diverse community, to advancing equality in the justice system, and to removing barriers to that system.*
- Promote the Rule of the Law
- Accountability
- Excellence

Oregon State Bar (OSB)

Functions of the Oregon State Bar

- We are a regulatory agency providing protection to the public.
- We are a partner with the judicial system.
- We are a professional organization.
- **We are leaders helping lawyers serve a diverse community.**
- We are advocates for access to justice.
- And the bar does this as a “public” corporation – as an instrumentality of the Oregon Supreme Court.

Diversity Programmatic Goals of the Oregon State Bar

1. **Identify and eliminate barriers to access to justice and high quality legal services for all Oregon residents.**
2. **Develop and maintain cultural competence among members of the Oregon State Bar.**
3. **Develop, attract, and retain Oregon lawyers from underrepresented populations.**
4. **Recruit and retain a diverse workforce and volunteer base for the Oregon State Bar.**

Diversity Business Case at OHSU

Diversity is fundamental to OHSU’s ability to attract and retain top talent, promote innovation and creativity, flourish in a competitive market, maximize the return on our investment in people and ensure flexibility to thrive.

In short, **diversity is essential to realize our multifaceted mission and to set the example for integrity, compassion and leadership in health care, education, research and community service.**

OHSU Policy 03-05-030



Diversity Strategic Plan

OHSU Diversity Action Plan 2013:
Creating a Community of Diversity
and Inclusion

- Goal 1: Increase Recruitment
- Goal 2: Strengthen Retention
- Goal 3: Improve the Climate of Inclusion
- Goal 4: Build Community Partnerships
- Goal 5: Benchmark for Excellence



OHSU: Affirmative Action & Equal Opportunity (AAEO) and the Center for Diversity & Inclusion (CDI)

AAEO

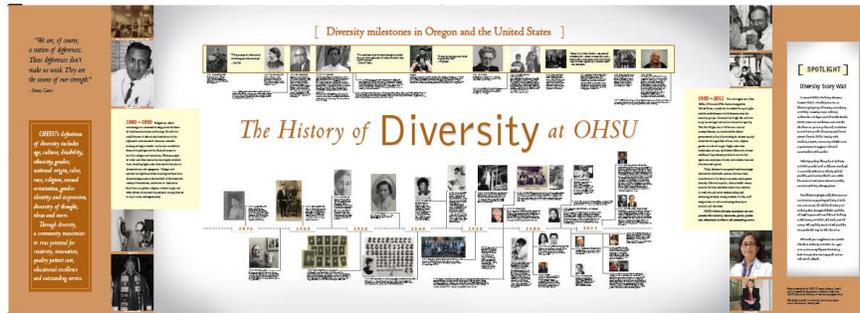
- Affirmative Action Planning
- Advising and Counseling
- Prohibited discrimination grievance procedure for employee, students, patients & volunteers
- Employee ADA Reasonable Accommodation
- Religious Accommodation
- Community Engagement
- Prohibited Discrimination Training
- Co-Chair Diversity Advisory Council (DAC)/ Chair Physical Access Committee (PAC)

CDI

- Leads Diversity Initiatives
- Diversity Policies & Processes
- Campus Diversity Resources
- Cultural Competency Lecture Series
- Community Engagement & Partnerships
- Employee Resource Groups
- Diversity Programs & Events
- Diversity Grant Support
- Pipeline Programs-Workforce Development
- Academic Advising
- Communication (Calendar, Website, Diversity Wall)
- Recruitment & Retention Strategies
- Student Reasonable Accommodation
- Co-Chair Diversity Advisory Council (DAC)



OHSU Diversity & Inclusion Wall



[Diversity Wall Website](#)



Group Exercise

- Know your neighbor & your table



Governor's Office Perspective

- Our Definition of D&I
- Governor's D&I Agency Head Kitchen Cabinet
- D&I Community Outreach & Engagement Strategy
- Education, Health Care, Jobs/Economy Agenda
- 10-Year Budget Planning
- Business Ethic
- Our Results To Date

Cultural Competence

- Cultural competence goes beyond respecting difference. Cultural competency means first understanding where, how, and why culture matters.
- Cultural competence is not merely applying general stereotypes to a group but rather learning about cultural influences and applying that knowledge.
- Gaining cultural competency is a lifetime process influenced by our experiences.

Multicultural Data

- Our nation's population of children under 5 is 50 percent minority today.
- Women make up nearly half of today's labor force (47%).
- Gay and transgender workers make up 6% of today's workforce.
- In the United States, 49 cities have at least 100,000 people, and the ethnic minority population is the majority of that city.
- People with disabilities continue to be the most underutilized and underemployed population w/an unemployment rate of 15%
- In the United States Senate, there are 101 women, 12 Asian-Americans, 43 African-Americans, 31 Latinos, and 7 openly gay or bisexual members
- According to Dun & Bradstreet, there are 1,800 businesses in America that are owned by women or minorities that have 100 or more employees or generate \$20 million in annual revenue.

■ Source: Diversity: Why We're Not Nearly There Yet, ASSOCIATIONS NOW, August 2007
Bureau of Labor Statistics, 2012

Multicultural Perspectives

- Minorities in the United States share a like experience of "being different"
 - Not being from there or from here, but straddling at least two cultures
- Marginalization, then emergence,
 - shapes unique characteristics of the cultures that compose the multicultural marketplace
- Non-Hispanic Whites used to being the "mainstream"
 - are feeling marginalized and that creates a defensive reaction

Multicultural Emerging Issues

- Unsolved "people" issues has been joined by other "people-important" issues, i.e., education, age, faith, language, work-life balance, poverty.
- 69 countries now have some form of workforce diversity legislation. Defining expectations of corporate conduct.
- Children around the world speak their native language and English.
- Global marketplace nudging USA to recognize the importance of mastering a second language before completion of a high school education.
- Talent and customers...Where are they coming from?
- Role reversal - products & services now adapting to clients
- Source: Diversity: Why We're Not Nearly There Yet, ASSOCIATIONS NOW, August 2007

When Language Is A Barrier

- Failure to speak the same language or have an adequate interpreter may lead to:
 - Family members serving as interpreters, sacrificing client privacy
 - Service providers not understanding the customers needs and goals
 - Customers not understanding their options
 - Service providers unable to explain matters to the extent necessary for the customer to make informed decisions
 - Customer unable to participate effectively in the process
 - Misunderstanding can foster distrust in the system
 - Lawsuits

Increasing Cultural Competence

- When making recruitment, placement, retention and promotion decisions, the office staff and organizational entity need to reflect the communities they do business with and serve.
- Participating in community events fosters trust and open communication.
- Recognize and understand your own culture and belief systems. Our own culture influences the way that we see the cultures of others.
- Recognize and understand your own “corporate culture.”

Community Resources

- Develop an Outreach /Community Engagement Plan
 - Partner w/Minority Chambers
 - Partner w/Minority/Diversity Media
 - Partner w/Minority Trade Groups
 - Partner w/Sister-City Associations
 - Partner w/Community Based Organizations/Leaders
 - Partner w/Other Diversity Professional Associations in your community

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Diversity & Inclusion Positives

- Problem Solving, Innovation, Creativity
- Pro-active
- Value Added Outcomes
- Profitability, Competitive Edge, Marketplace Savvy, Business Ethic
- Customer Service & Cultural Competence Advancement
- Recruitment, Placement, Retention & Promotion
- Improved Employee Morale
- Teamwork Advancement
- Public Confidence & Trust
- Enlightenment

Embrace “Life Long Learning”

“Diversity is not a destination but a journey”

– Source: ABA Diversity In the Legal Profession , The Next Steps Report, pp. 31, 2009-2010



My Goal as the Chief Diversity Officer

- Work Myself Out of a Job
- Make a Compelling Case
- Create a Sense of Urgency
- Foster A Sense of Ownership



¡MIL GRACIAS!

**Moving the needle forward: Diversity and
Inclusion, Affirmative Action -
Complimentary Concepts**

Frank Garcia Jr., M.A.
Sr. Policy Advisor, Director, Diversity & Inclusion,
Affirmative Action

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APPENDIX G: Consultation and Technical Assistance Provided to Oregon Department of Parks and Recreation and Oregon Forestry Department

January 12, 2012 Meeting with Parks and Recreation, Oregon Forestry Department

Present: Frank Garcia, Bill Tolbert, Jill Nishball, Kate Schutt, Jim (OFD), Jimmy (OPRD).

Purpose of meeting was to address the question of finding ways to fashion programs like “Let’s Go Camping” to better serve demographic groups that aren’t camping in our parks much. There is currently an outreach to Russian-speaking communities. Discuss ways to develop strategies for a similar outreach for other underrepresented groups.

The OPRD Let’s Go Camping plan was started in 1997. In 2009 there were 8 events held and this year they have 17 events scheduled. The basic idea is for \$20.00 fee, first-timers get an introduction to camping. They partnered with someone from the Portland State University Russian Program to do an outreach to the local Russian immigrant population.

Strategies to achieve broader outreach:

- Establish contacts with more underrepresented communities.
- Develop targeted outreach through understanding which methods lead to desired outcomes.
- Explore ways to drive more traffic to the OPRD website.
- Increased attendance at culturally relevant events, increased awareness of cultural events.
- Develop activities that are culturally specific such as “Dutch oven” foods that are of Russian origin.
- Inclusion in the D & I email blast.
- Review imagery on website to include more diverse images of people.
- Contact “Let’s Go Camping” sponsor REI to connect with their recently hired Diversity Director. (I will forward contact information).
- Look into cultural competence training for staff.
- Discover ways to tie volunteers’ skills to lead to job opportunities with OPRD.

Oregon Forestry Department

Jim, from the Tillamook Forest Center represented his agency. He took a number of the strategies listed above to apply his agency and their overall goals regarding diversity and inclusion.

Specific strategies for OFD outreach:

- Understanding what were some of the factors impacting recently observed increased usage of parks space by Hispanic community members.
- Examining what is driving the success of Federal programs related to increased diversity.
- Better utilization of the D & I email blast as a tool for outreach and connecting with underrepresented communities.
- Way to attract more diverse candidates for positions on the State Forest Advisory Committee (connect with Kendall Clawson).
- Explore free or low cost option to diversity outreach and recruitment opportunities; to move from the pattern of returning to the same pool for open position recruitment.
- (Not discussed) Looking at Urban Forestry Program and Arbor Day activities for increased outreach opportunities.

APPENDIX H: Diversity & Inclusion Toolbox

Building Your Toolbox for Diversity & Inclusion

Organizations/Online Resources

- **American Association for Affirmative Action (AAAA)** www.affirmativeaction.org - The AAAA is a national not-for-profit association of professionals working in the areas of affirmative action, equal opportunity, and diversity. The organization promotes the understanding and advocacy of affirmative action to enhance access and equality in employment, economic and educational opportunities.
- **American Institute for Managing Diversity** www.aimd.org - Articles and links to publications written by diversity leaders.
- **Basic Diversity** www.basicdiversity.com - website contains links to some free resources.
- **Colors of Influence** <http://www.colorsofinfluence.com> - By sharing success stories and highlighting the contributions of people of color in business and civic life, *Colors of Influence* online magazine creates a forum for communities of color to share their knowledge and accomplishments with business and community partners.
- **Diversity, Inc. Magazine** <http://www.diversityinc.com> - This magazine is a great resource tool for information on diversity issues, affirmative action and what corporations nationally are doing to enhance diversity in their environment.
- **Equal Employment Opportunity Commission** www.eeotraining.eeoc.gov - seminars, training and webinars; some can be tailored for state agencies.
- **Intercultural Communication Institute** www.intercultural.org/books.php#diversity - a site with a list of books related to Diversity and Inclusion, and other intercultural/multicultural topics
- **Multicultural Advantage** www.multiculturaladvantage.com - Website with global articles, reference material resources, and events.
- **National Multicultural Institute** www.nmci.org - Access and links to philosophies related to diversity and the workplace.
- **Native Network** <http://www.nayapdx.org/events/native-network.php> - The Native Network is a twice-monthly publication which contains a listing of community events and resources in the Native American Communities.
- **NW EEO/Affirmative Action Association** - www.NWEEO.org - educational seminars, job postings, information links.
- **Oregon State Hispanic Employee Network (OSHEN)** - The mission of OSHEN is to promote the development and advancement of Hispanics in Oregon state government and to enhance workforce diversity through recruitment, skill

development and training, network/mentorship opportunities, cultural programming, community service, and information referral. Contact Jennifer Lara, President Jennifer.C.Lara@das.state.or.us or Adele O'Neal at Adele.J.Oneal@state.or.us.

- **Oregon State University Extension Services** - Cultural Diversity Trainings. Contact Prof. Dan McGrath: daniel.mcgrath@oregonstate.edu.
- **Partners in Diversity** www.PartnersinDiversity.org - Partners in Diversity works to help companies recruit, support, and retain professionals of color to Oregon and SW Washington. Hosts local morning and evening events for networking, relevant diversity topics discussion, job postings.
- **P.A.U.S.E. Training** - "P.A.U.S.E. is a process that infuses a "diversity lens" into everyday decision-making. So often, staff are expected to go so fast that errors happen with unintended consequences for vulnerable communities. Developed by Jason Mak, Diversity and Inclusion Manager at the Oregon Department of Human Services (DHS), P.A.U.S.E. makes us intentional about creating inclusive outcomes. Used correctly, P.A.U.S.E. can lead to enormous dividends for work teams and the delivery of quality services for all of our clients." Contact: Jason Mak at jason.d.mak@state.or.us.
- **Prism Diversity** www.prismdiversity.com - Website with links to diversity related topics. Click on the "Resource Center" tab at top of homepage and go to "articles" subheading.
- **Portland Human Resources Management Association** www.Portlandhrma.org - Portland area HR group with seminars, workshops, resources.
- **Society for Human Resources Management** www.SHRM.ORG. Membership is \$170.00; however, some articles are available for non-members to view. Click on the "HR Disciplines" tab and select "diversity" from the drop down list.

Diversity Training Video Resources

- www.trainingabc.com/Diversity
- www.media-partners.com/Diversity
- www.atsmedia.com - Diversity ; "Village of 100" video

Events/Conferences/Networking Opportunities

- | | |
|---|----------|
| • PHRMA Diversity and Inclusion Workshop | Portland |
| • Say Hey NW! | Portland |
| • Statewide Diversity Conference | Salem |
| • SHRM Diversity and Inclusion Conference | D.C. |
| • Annual NW Public Employees Diversity Conference | Portland |

APPENDIX I: Status of Agencies' Affirmative Action Plans 2013-2015

Approved

1. Accountancy, Board of
2. Administrative Services, Department of
3. Agriculture, Department of
4. Aviation, Department of
5. Blind, Commission for the
6. Business Oregon
7. Chiropractic Examiners, Board of
8. Community Colleges & Workforce Development, Department of
9. Construction Contractors, Board
10. Consumer & Business Services, Department of
11. Corrections, Department of
12. Criminal Justice Commission
13. Dentistry, Board of
14. Education, Department of
15. Employment Department
16. Employment Relations Board
17. Energy, Department of
18. Environmental Quality, Department of
19. Ethics Commission, Government
20. Fish and Wildlife, Department of
21. Forestry, Department of
22. Geology and Mineral Industries, Department of
23. Health Authority, Oregon
24. Health Licensing Agency, Oregon
25. Housing & Community Services, Department of
26. Human Services, Department of
27. Justice, Department of
28. Labor and Industries, Bureau of
29. Land Conservation & Development, Department of
30. Land Use Board of Appeals
31. Lands, Department of State
32. Library, Oregon State
33. Licensed Social Workers, Board of
34. Liquor Control Commission, Oregon
35. Long-Term Care Ombudsmen, Office of the
36. Lottery, Oregon
37. Marine Board, State
38. Massage Therapists, Board of
39. Medical Board, Oregon
40. Medical Imaging, Board of
41. Military, Department
42. Mortuary and Cemetery, Board of

43. Naturopathic Medicine, Board of
44. Nursing, Board of
45. Occupational Therapy Licensing Board
46. Parks and Recreation, Department
47. Parole and Post-Prison Supervision, Board of
48. Pharmacy, Board of
49. Physical Therapy Licensing Board
50. Police, Oregon State
51. Professional Counselors & Therapists, Board of Licensed
52. Psychiatric Security Review Board
53. Psychologist Examiners, State Board of
54. Public Employees Retirement System
55. Public Safety Standards & Training, Department of
56. Public Utility Commission
57. Racing Commission
58. Real Estate Agency
59. Revenue, Department of
60. Secretary of State
61. Speech Pathology & Audiology, Board of
62. Student Access Commission
63. Tax Practitioners, Board of
64. Teacher Standards & Practices Commission
65. Transportation, Department of
66. University System
67. Veterans Affairs, Department of
68. Veterinary Board
69. Water Resources Department
70. Watershed Enhancement Board
71. Youth Authority, Oregon



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Affirmative Action

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