

The Oregon Military Department

2021-2023 BIENNIUM AFFIRMATIVE ACTION PLAN



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OREGON MILITARY DEPARTMENT (OMD) 2021–2023 AFFIRMATIVE ACTION PLAN



OREGON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, OREGON NATIONAL GUARD
OFFICE OF THE ADJUTANT GENERAL
230 GEER DRIVE NE
P.O. BOX 14350
SALEM, OREGON 97309-5047

February 9, 2021

Office of Governor Kate Brown
Diversity, Equity, and Inclusion Affirmative Action Manager
900 Court Street, Suite 254
Salem, OR 97301-4047

RE: Oregon Military Department Affirmative Action Plan

The Oregon Military Department (OMD) completely and fully supports the directives given by the Governor's Office to develop and maintain an Affirmative Action plan. Enclosed please find the details herein that OMD establishes for the 2021-2023 biennium.

Our agency incorporates the uniqueness of both federal and state employees and Affirmative Action is an integral part of every aspect of personnel policies and practices that OMD utilizes. It is essential that all our employees have equal access to personnel benefits. This equal access is accomplished primarily by working together to provide employment, benefits, and advancement based on individual qualifications for all employees and applicants.

We are dedicated to supporting Affirmative Action in the workplace.

If you have any questions, the agency point-of-contact is Tracy Garcia, Director, Adjutant General's Personnel (AGP), at 503-584-3865 or via email to tracy.garcia@state.or.us.

Respectfully,

MICHAEL E. STENCEL
Major General
The Adjutant General

Encl
CF:
Tracy Garcia, Director, AGP
Dave Stuckey, Deputy Director

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OVERVIEW

Affirmative Action Requirement

This document is the biennial Affirmative Action Plan (Plan) for the Governor's Office of Diversity, Equity, and Inclusion/Affirmative Action as required in Oregon Revised Statutes (ORS) [182.100](#), [243.305](#), [243.315](#), and [659A.012](#), direction from the Governor in [Executive Order 17-11](#); the federal [Title VII of the 1964 Civil Rights Act](#), and [Section 503 of the Rehabilitation Act of 1973](#).

According to the timeline in guidelines provided to agencies, all state agencies must submit to the Governor's Office of Diversity, Equity, and Inclusion/Affirmative Action a draft of the Plan for review by November 20, 2020, and a final version of the Plan for approval by March 22, 2021. Printed versions of the draft and final Plan will be sent to the Governor's Office, 900 Court Street, Room 254, Salem, OR, 97301, and electronic versions to the following email address: affirmative.action@oregon.gov. Plans must not exceed 35 pages, excluding appendices. Questions about requirements may be directed to: Steve Lee, Affirmative Action Manager, Office of Governor Kate Brown, 900 Court Street NE, Room 254, Salem, OR 97301, email address: Steve.Lee@oregon.gov or via phone: 503.378.8271.

Affirmative Action Plan (Plan) Overview

This Plan includes:

- A summary and analysis of the representation of the following protected classes of the State workforce: gender, race, color, reported disability, and veteran's status;
- A progress report with affirmative action strategies and goals, including the most recent approved 2019-2021 Plan;
- A presentation of affirmative action strategies and goals for the 2021-2023 biennium; and
- A 2021-2023 community and small business engagement plan, as well as the 2019-2021 activity and spending reports of contract awards to minority-owned businesses registered with the Certification Office for Business Inclusion and Diversity (COBID).

Oregon Military Department Mission and Objectives

The mission of the Oregon Military Department (OMD) is to provide support for the State of Oregon and the soldiers, airmen, and civilians when there is a need to have a ready force trained to respond to any contingency within the state. The Military Department is led by The Adjutant General (TAG), appointed by the Governor under [ORS 396.150](#). The Adjutant General is also a federally recognized General Officer. The Adjutant General functions as the Oregon Military Department Director while also having command of approximately 8,100 Service Members and 449 state employees. Reporting to TAG are subordinate state and federal commands including: Adjutant General Deputy Director (state); Commander Joint and Domestic Operations (federal); Commander Land Component (federal); and the Commander Air Component (federal).

The Oregon Military Department serves the State of Oregon and the United States. The Oregon National Guard is commanded by the Governor, although the majority of funding is derived from the federal government. The Oregon Military Department's long and short term plans focus on our state mission and the critical support we provide for the citizens of Oregon, while at the same time, the Oregon National Guard maintains effective readiness and response in assistance of the National Military Strategy (NMS). Issues

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concerning the Oregon National Guard's federal mission and response are interwoven in the agency's state planning strategies.

The strategic priorities of the Oregon Military Department link the soldiers, airmen, and civilians every day for what they do to support the goals and objectives of our state and nation which are directly linked to the National Military Strategy. By accomplishing our supporting tasks, we provide our State and Nation with trained and ready operational forces while also being effective stewards of our resources, sustaining our Oregon Military Department community, as well as building and maintaining partnerships to support the key efforts of our mission and vision. As we strive to meet our goals and objectives, the core of our organization will always be the outstanding people tasked with leading our Service Members and employees. These individuals carry out our strategic plan and ensure its continuous improvement as it adapts to the changes our state and nation face year after year. Through this plan and future iterations, we posture ourselves for the future while remaining...*Always Ready, Always There!*

The Adjutant General is responsible for command of the Adjutant General Deputy Director who manages and supports the state civilian workforce existing within the following programs: Adjutant General Installations (AGI), Adjutant General Personnel (AGP), Adjutant General Comptroller (AGC), Oregon Office of Emergency Management (OEM), Oregon Youth Challenge Program (OYCP), STARBASE, Oregon Civil Defense Force (ORCDF), Portland Air National Guard (PANG) Fire Department, Kingsley Field Air National Guard (KFANG) Fire Department, as well as Security Forces and Civil Engineering at both Kingsley Field and Portland Air National Guard Bases.

The Adjutant General Installations Division (AGI) manages areas of construction, environmental needs, Wildland Fire Management Program, administrative services, and procurement support for the training camps, armories, as well as other locations utilized throughout the State of Oregon by the Service Members. The AGI Division provides mission capable, sustainable, well designed facilities and grounds to the soldiers of the Oregon National Guard in support of the Governor's and TAG's policies and directives which foster a sense of esprit de corps, community engagement and resiliency. This division manages over 3.1 million square feet of facilities throughout the State of Oregon.

The purpose of the Construction Branch within the Installations Division is to provide construction management services as well as manage the design, construction, and project documents for the OMD. Construction management ensures quality assurance, scope of work and code compliance, as well as overall supervision of agency construction projects including lead abatement.

The Planning and Programming Branch provides land use and site planning services as well as being responsible for planning of future sites, real estate acquisitions/disposals, and land use planning issues in order to ensure the OMD's missions and operations are supported with a substantiated framework to secure long-range and sustainable land base(s). Primary functions include planning coordination, efforts and processes which include interfacing with agencies and entities having purview over land use, monitoring for compliance with real property acquisition and disposal requirements, as well as planning, development and execution of real property planning requirements, including: budgeting, project identification and definition, coordination and implementation when executing technical real property planning requirements.

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The Support Branch provides Information Technology (IT) support, procurement and contracting support, as well as accounting and fiscal services to the other branches within the Installations Division. The Operations and Maintenance Program provides maintenance and repair for OMD's properties and facilities in accordance with applicable State and Federal laws, codes and regulations in order to enhance the living and working conditions for the Oregon National Guard.

The agency's environmental entities exist within AGI to provide environmental management services for Oregon National Guard. Their mission is to ensure all Oregon National Guard and related Oregon Military Department operations comply with applicable state, federal and local environmental laws and regulations, as well as Department of Defense (DOD), Department of Army, and National Guard Bureau (NGB) policies, regulations and implementing guidance. These entities instill environmental stewardship in Service Members and employees of the Oregon National Guard and the OMD. Primary functions include, but are not limited to, serving as the agency environmental advisors to TAG and the Adjutant General Deputy Director (AGDD or Deputy Director), coordination with and for Native American Tribal affairs and coordination of environmental regulatory matters while being the agency proponents of environmental stewardship.

The Wildland Fire Management Program (WFMP) provides fire protection and safety to the public, military personnel, and employees on and in the immediate vicinity of Oregon National Guard training facilities. This program provides wildland fire prevention and fire safety, pre-suppression preparedness planning, prepositioning of fire protection resources, early fire detection, and wildland fire suppression services in support of Oregon Military training activities, as well as provide cooperative, reciprocal, and mutual aid for wildland fire suppression assistance to Federal, State, and local fire agencies and districts. In addition, the WFMP provides wildland fire fuels management in support and sustainment of effective, long term ecological management of training lands utilized by the Oregon National Guard. This program exists and is in support of the Oregon National Guard requirement to provide wildland fire protection derived from: the [Department of Defense Instruction \(DoDI\) 6055.06](#); [Army Regulation \(AR\) 420-1](#), Chapter 25; [Oregon Revised Statutes \(ORS\) 477.066](#), [ORS 477.095](#); and Oregon Military Department local land use agreements throughout the State of Oregon. In accomplishing this fire protection function, the OMD works cooperatively with other Federal, State and local fire protection agencies, districts, and departments, such as the U.S. Navy, the Bureau of Land Management, and the Oregon Department of Forestry.

The Adjutant General Personnel (AGP) Office is responsible for human resource management including, but not limited to, labor relation activities, pay equity evaluations, recruiting, safety management, affirmative action planning, Workers' Compensation processing, and management of the interactive process of the Americans with Disabilities Act for the agency's state employees.

The Adjutant General Comptroller (AGC) Division is also referred to as the Financial Administration Division which provides fiscal management of the agency, oversight of the agency's state and federal budget management, procurement activities, and payroll services. When the Governor hires Service Members for emergency services on State Active Duty (SAD), as defined by Oregon Legislature, [Chapter 399](#), AGC and AGP staff work collaboratively to enter all SAD members' data into the state's personnel system, so they may receive pay for their services. In 2020 alone, there were 1,819 National Guard Service Members processed to manage wildfires and other emergencies within the State of Oregon. These employees are processed and paid through the State of Oregon under Oregon Military Department's structure, much like a temporary hire for the agency.

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The Oregon Office of Emergency Management (OEM) coordinates and maintains a statewide emergency services system for emergency and disaster communications as defined and authorized in [ORS 401](#). OEM is made up of: Director's Office, State 9-1-1 Program, Operations and Preparedness, Recovery, Accounting, Systems Support Services and Public Affairs. OEM awards grant funding to local governments, coordinates search and rescue efforts, and the State 9-1-1 Program. The Drought Council and Oregon Seismic Safety Policy Advisory Commission (OSSPAC) also operate out of OEM. Response to emergencies or disasters that affect all or part of the state takes place at the local level, in the city or county in which the emergency or disaster occurs. In a large incident, or one that affects multiple jurisdictions, OEM may support a coordinated response. The State Emergency Coordination Center (ECC) may be activated in a multi-jurisdictional emergency or disaster and serve as a communications hub to ensure all participating response agencies are coordinated. OEM supports 18 Emergency Support Functions (ESFs) and more than 50 county, city and tribal local emergency management offices around the state. It is the mission of the Oregon Office of Emergency Management to lead collaborative state-wide efforts, inclusive of all partners and the communities we serve, to ensure capability to get help in an emergency as well as to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters, regardless of cause. OEM's specific vision is an established, equitable culture of preparedness that empowers Oregonians to survive and thrive in times of crisis. OEM embraces four core values: 1) Advocacy – We value the perspectives of our team, our partners and those we serve, as well as support their efforts to advance our shared interests. 2) Collaboration – We value sincere, communicative, and supportive partnerships that encourage trust and make us better than we are on our own. 3) Innovation – We value ideas that challenge current practices while we seek out and leverage new opportunities to improve our abilities to serve. 4) Leadership – We value opportunities to lead our emergency management and 9-1-1 communities with integrity, respect, courage and accountability, as well as fostering the development of leaders within our organization.

The Oregon Military Department has two forms of school services to the community which include the Oregon Youth Challenge Program (OYCP) and the STARBASE program. The Oregon National Guard Youth Challenge vision is to be one of the State's leaders and premiere youth programs serving high school drop outs and those who are not likely to succeed in the traditional high school system, while creating economic value, long term cost avoidance, civic contribution and future responsible tax paying citizens of Oregon. The program mission is to provide opportunities for personal growth, self-improvement and academic achievement among Oregon high school drop outs, teens no longer attending and those failing in school, through a highly structured non-traditional environment; integrating training, mentoring and diverse educational activities. The primary focus and goal of the Oregon National Guard Youth Challenge Program is to improve education, life skills and placement potential after the residential phase for participating Cadets. This is accomplished by providing military-based training, classroom instruction and mandatory CORE areas of training. As described previously, the educational CORE areas include: assisting Cadets in obtaining a high school diploma or its equivalent, developing leadership qualities, promoting service learning and community service, developing life-coping skills and job skills, while improving physical fitness, health and hygiene. Under normal operating conditions, OYCP can support up to 240 students per class with 2 classes per year for an annual class load of 480 students. The goal is for a Female to Male ratio split evenly at 50% for each class. Within the COVID-19 environment, the class size is cut in half to maintain physical distance and achieve the requirements outlined by Oregon Department of Education and Oregon Health Authority in the approved OYCP Blueprint. The OYCP serves, on average, 55 percent minority students and 42 percent that are considered special needs (504 or IEP).

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The STARBASE is a premiere educational program for underserved communities. At STARBASE, students participate in challenging “hands-on, minds-on” activities in Science, Technology, Engineering, and Math (STEM). They interact with military personnel to explore careers and observe STEM applications in the “real world.” The program provides students with 25 hours of stimulating experiences at National Guard, Marine, Air Force Reserve, Army and Air Force bases across the nation. The STARBASE primary focus is for fifth graders. The goal is to motivate them to explore STEM opportunities as they continue their education. The academies serve students that are historically underrepresented in STEM. Students who live in inner cities or rural locations, those who are socio-economically disadvantaged, low in academic performance, or have a disability are in the target group. The program supports approximately 3,600 [United States Department of Education Title I](#) students within communities throughout Oregon and encourages the students to set and achieve goals.

The Oregon Civil Defense Force is a volunteer force established in Oregon under [ORS 399.035](#). Its mission is to augment the Oregon National Guard as a reserve force under the authority of The Adjutant General of Oregon. The Oregon Civil Defense Force is focused on supporting high frequency communications at armories geographically located throughout Oregon.

The Portland Air National Guard (PANG) - 142d Wing’s primary mission is a Fighter mission, which involves air-to-air and air-to-ground operations designed to support ground forces and to gain control of enemy airspace. Additional missions include: Weather, Command and Control, Combat Control, Combat Weather, and Explosive Ordnance Disposal. The Kingsley Field Air National Guard (KFANG) – 173rd Wing’s mission primarily focuses on training F-15 pilots, supporting combat operations, and serving Oregon from a military stance. Both bases have state employed fire departments that provide crash-rescue, structural, and emergency medical care to the personnel and assets assigned to the bases and the local communities. They are always in a ready state to support statewide, and Air Expeditionary Force missions by providing services using highly trained and certified professional firefighters as well as utilizing sound risk management techniques to ensure each task is performed safely. The performance goals of the departments are expected to match not only the department’s mission statement, but also the expectations of service delivery by the customers and its members. The agency is proud of the fact that the departments are not only meeting, but exceeding, the established goals.

The state employees working in Security Forces for the PANG and KFARNG bases are the military police, base security and air base ground defense forces that watch over the activities. Their purpose is to patrol and protect state and federal property, personnel, and essential military resources on the bases. Employees in these positions may carry semi-automatic and personal protection weapons, and work in cooperation with military security personnel to maintain order and discipline. These positions protect mission essential and non-essential resources, personnel, and property such as military aircraft. These state employees respond to potential or hostile threats from armed or unarmed groups or individuals in protection of the National Guard Air bases.

The Base Civil Engineering offices for the PANG and KFARNG bases are responsible for the operations, maintenance, and repair of all Oregon Air National Guard (ORANG) real property. PANG consists of 245-acres and Kingsley Field is 365-acres; both support well over 75 buildings and structures, including the

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grounds and airfields, on each airbase. These entities directly support and assist the Structural, Mechanical and Electrical sections in recurring maintenance, emergency service calls, and construction on the air bases.

As a whole, the agency's strategic priorities are:

READINESS. Develop trained and ready forces for our State and Nation.

- a. Meet Service end strength and effective staffing goals.
- b. Drive individual training, preparedness and deliberate professional development.
- c. Prepare ourselves and our families to be self-sufficient in the wake of a major domestic disaster or short notice mobilization.

RELEVANCE. Pursue and sustain missions relevant to fighting America's wars, protecting the Homeland and building partnerships.

- a. Forge and maintain partnerships across our communities, State and Nation.
- b. Pursue and sustain missions with long term warfighting viability and dual state/federal capability.
- c. Exercise world class stewardship of our resources - Not just material resources, but our greatest resource – our Soldiers, Airmen and Civilian employees within OMD.

RESILIENCY. Building resilient Service Members and Civilian employees as well as support networks to meet the challenges of military and public service.

- a. Invest in the OMD community (co-workers, families and support networks), fostering a resilient culture of equity, dignity, respect and growth/learning.
- b. Maintain the highest moral compass; know and model our core values.
- c. Empower and call on every Soldier, Airman and Civilian employee to be a leader.

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AGENCY PARTICIPATING EMPLOYEE CONTACTS

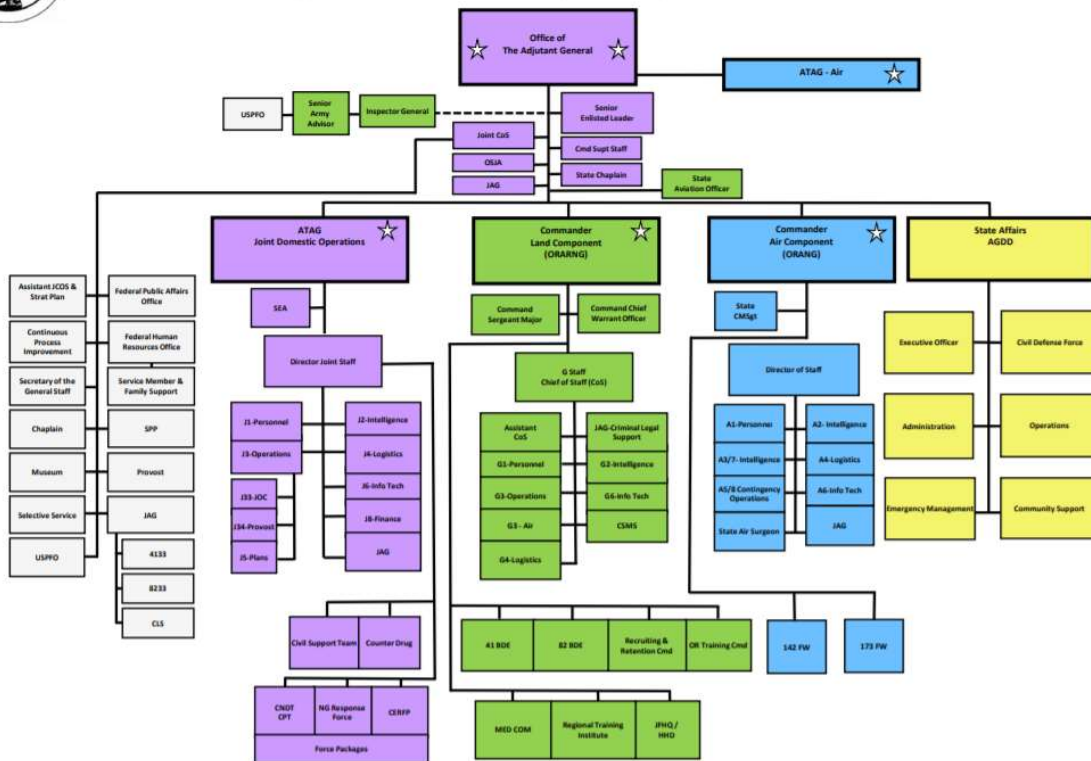
The Oregon Military Department contacts who are associated with various aspects related to the agency Affirmative Action Plan include:

- **Major General Michael E. Stencel, Adjutant General** (State and Oregon National Guard)
Command Group, PO Box 14350, Salem, OR 97309-5047, Phone: 503-584-3991,
Email: TAGOR@mil.state.or.us
- **Dave Stuckey, Adjutant General Deputy Director (AGDD)**
Command Group, PO Box 14350, Salem, OR 97309-5047, Phone: 503-584-3985.
Email: Dave.Stuckey@state.or.us
- **Tracy Garcia, Affirmative Action Officer, Equity Leader**
Adjutant General Personnel Office, 1776 Militia Way SE, PO Box 14350, Salem, OR 97309-5047,
Phone: 503.584.3865, Fax: 503-584-3556, Email: Tracy.Garcia@mil.state.or.us
- **Micky Dryden, Affirmative Action Representative**
Adjutant General Personnel Office, 1776 Militia Way SE, PO Box 14350, Salem, OR 97309-5047,
Phone: 503.584.3583, Fax: 503-584-3556, Email: Micky.D.Dryden@mil.state.or.us
- **Sean McCormick, Chief Financial Officer, Lead for COBID Contracting And Procurement**
Adjutant General Comptroller division, 1776 Militia Way SE, PO Box 14350, Salem, OR 97309-5047,
Phone: 503.584.3875, Email: Sean.M.McCormick@mil.state.or.us

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Oregon Military Department



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AFFIRMATIVE ACTION POLICIES

Agency Policies

The Oregon Military Department utilizes and supports the [Department of Administrative Services \(DAS\) 105-40-0001, Equal Employment Opportunity and Affirmative Action Rule](#).

State Employment Law Documents

The following links lead to portable document formats (pdfs) with all the state documents:

- [ADA and Reasonable Accommodation Policy \(Statewide Policy 50.020.10\)](#)
- [Discrimination and Harassment Free Workplace - \(Statewide Policy No. 50.010.01\)](#)
- [Employee Development and Implementation of Oregon Benchmarks for Workforce Development \(Statewide Policy 50.045.01\)](#)
- [Veterans Preference in Employment \(40-055-03\)](#)
- [Equal Opportunity and Affirmative Action Rule \(105-040-0001\)](#)
- [Executive Order 17-11: Relating to Affirmative Action, Diversity and Inclusion](#)

Federal Employment Law Documents

The following link leads to a pdf with the documents listed below:

http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf

- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- National Origin Discrimination Title VII of the Civil Rights Act of 1964
- Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- Religious Discrimination Title VII of the Civil Rights Act of 1964
- Retaliation Title VII of the Civil Agency Affirmative Action Policy
- Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- Sexual Harassment Title VII of the Civil Rights Act of 1964

Documentation in Support of Agency Affirmative Action Plan

The Oregon Military Department supports our Affirmative Action Plan by reaching out to the broadest, most diverse possible labor market when recruiting for positions. The agency enforces a zero-tolerance policy against any form of discrimination or harassment while holding all managers and employees accountable for creating and promoting a work environment that is both welcoming and free from hostility and unwelcome behavior. We maintain a copy of the agency's Affirmative Action Plan on our website which makes it available for managers and employees to view. Managers and supervisors are encouraged to effectively promote diversity and a welcoming environment for all employees.

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Agency-specific State and Federal Reporting Requirements

The Department of Administrative Services Policy [107-001-020](#), [ORS 192.018](#), and the agency's policy [AGC 248.021](#) provide guidance to OMD employees and managers with regards to Public Records Management. While the Oregon Military Department is an Executive Branch Agency, the preponderance of staff and records reside under the structure of the Oregon National Guard. The Oregon National Guard, being a reserve component of the Department of Defense, is required to follow Freedom of Information Action requirements per United States [Army Regulation 25-55](#). This Regulation is the United States Army's promulgation of [Title 5 United States Code, Section 552](#).

Federal Employment Law Documents

The state and federal Affirmative Action Policies are available and can be accessed by all employees and partners through internet resources and links. The federal Affirmative Action Policy can be found at the [U.S. Department of Labor, Equal Employment Opportunity Executive Order 11246](#), Office of Federal Contract Compliance Programs (OFCCP) regulations. The state Affirmative Action policies can be found on our State and internal websites.

Complaint Options

Formal and informal complaints related to Affirmative Action can be filed with:

- Oregon Military Department Adjutant General Personnel (AGP) office
1776 Militia Way SE, PO Box 14350, Salem, OR 97309-5047, Phone: 503.584.3583, Fax: 503-584-3556, Email: Micky.D.Dryden@mil.state.or.us
- American Federation of State, County and Municipal Employees (AFSCME) [Council 75](#)
- [International Association of Firefighters \(IAFF\)](#) Local 3340, Kingsley Firefighters Association, Inc.
- [International Association of Firefighters \(IAFF\)](#) Local 1660, Portland Air Natl. Guard Firefighters
- [Oregon Bureau of Labor & Industries \(BOLI\)](#),
- [U.S. Equal Employment Opportunity Commission \(EEOC\)](#)
- [Federal EEO, EO, Diversity and Inclusion](#)

Complaints may be submitted to the agency's Affirmative Action Officer, Adjutant General Personnel office within 30 calendar days of the alleged act or upon knowledge of occurrence. Grievances may be filed in accordance with a collective bargaining agreement. The AGP office will investigate complaints concerning discrimination or Equal Employment Opportunities (EEO) issues and will notify the complainant once the investigation has concluded; although, disclosure of details of the investigation will only be disclosed on a need to know basis.

Formal complaints submitted to BOLI and the EEOC will be processed in accordance with the respective agency's procedures.

OMD's state employees may access the complaint process by contacting Micky Dryden, Affirmative Action Representative, Adjutant General Personnel Office, 1776 Militia Way SE, PO Box 14350, Salem, OR 97309-5047, Phone: 503.584.3583, Fax: 503-584-3556, Email: Micky.D.Dryden@mil.state.or.us

Roles for Implementation of Affirmative Action Plan

The Adjutant General (TAG) is the primary officer who establishes guidelines and sets agency standards regarding policy related to the agency's Affirmative Action plan and equal employment opportunity

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expectations. The Agency Deputy Director ensures the division executive directors are aware of the agency policies, procedures, and affirmative action goals as well as encourages promotion of these important aspects related to affirmative action goals for the agency. Periodically, there are reviews of personnel practices to identify barriers to equal employment and upward mobility opportunities which may necessitate directing appropriate remedial action, as necessary. The Adjutant General Personnel Director provides oversight of the affirmative action goals and advocates for the Affirmative Action Plan.

Accountability mechanisms in place include the use of performance evaluations combined with ongoing internal assessments of the unique structural rules that exist in the Oregon Military Department. The agency's leaders continually review the organizational operations and analyze the implications of current practices and policies that affect the demographic outcomes of the standardized and universal procedures existent for supporting a more diverse workforce. In areas that do not intentionally target diversity, to further the best intentions of the agency, formalization of processes intended to support a more diverse workforce also include consideration for nondiscrimination of the white male population. The agency therefore is placing multiple layers of review to ensure accountability is being evaluated to curb discrimination and hinder structural bias. These actions will inherently bring more awareness and combined with decisions based on performance reviews and secondary considerations, will point managerial discretion in the right direction.

The Executive staff support the implementation of the agency's Affirmative Action plan by examining and appraising the organizational structures and unique institutional dynamics. These discussions focus on downsizing and upsizing as well as enhancing accountability and awareness. Decisions are derived from performance reviews, needs of the agency, and personnel office suggestions that support pointing managerial discretion in the right direction. Considering how accountability works and the growing debate about the utility of auditing and accountability findings regarding an actual measurement of diversity within an organization, when/if particular fields may be primarily dominated by specific demographics including genders and military status, it is reasonable to assess that the institutionalization of internal reviews, coupled with ongoing education and guidance by the personnel office, can assist with implementation of effective changes in generating more equitable outcomes.

The agency's management staff are responsible for implementing the plan with the employees they manage and supervise. Managers and supervisors receive training on properly managing and supervising subordinate employees in support of the Affirmative Action plan.

The Affirmative Action Representative develops the biennial Affirmative Action Plan and serves as an active liaison for the agency's employees and community members while representing the agency at diversity meetings as well as other venues. The Affirmative Action Representative provides information and resources to employees, investigates and addresses discrimination and diversity complaints and inquiries, as well as posts diversity information where employees have access to the relevant information.

Agency employees are encouraged to support affirmative action by adhering to the DAS Discrimination and Harassment Free Workplace policy, [50.010.10](#). Employees are offered online training annually through iLearn Oregon. The Affirmative Action Representative administers quarterly training on related material for employees through New Employee Orientation trainings and by request of management for specific work units.

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2019-2021 Affirmative Action Plan Progress Report

The goals set for the July 1, 2019 through June 30, 2021 Affirmative Action plan included continuing to make efforts to recruit a diverse workforce, provide role models, training for employees on recognition of differences in cultural value and the wellspring of benefits to be derived from recognizing and embracing all aspects of our diverse workforce and applicant pool. The agency has made a practice of including diversity and inclusion language into each manager and supervisory position description, as well as in a strategic focal area of the recruitment of all job announcements to bring to attention to the importance of this key value.

With the State's adoption of the Workday Oregon program in 2019, the recruiting portion of the program has been allowing the agency an easier conduit for finding, sharing, engaging, and selecting better internal and external candidates for our organization. The OMD now has options that we have never had before. This program was adopted by the State of Oregon in order to maintain a Human Resource Information System (HRIS) that meets the business needs of users by delivering comprehensive functionality, valuable reporting, increased efficiency, and improved risk management while remaining relevant with a robust self-service function. The program provides an enterprise-wide solution for: core HR functionality, recruitment management, classification and compensation, absence management, position management as well as talent and performance management. The Workday system integrates with other key enterprise systems, including Oregon state government's payroll and learning management systems.

In order to support the agency's efforts to streamline the application process, adoption of the recruiting section of Oregon Workday allows the agency to:

- Manage the entire recruiting lifecycle in one system, including workforce planning, sourcing, and advanced talent analytics;
- Attract top talent with a consistent and engaging candidate experience from outreach to onboarding;
- Streamline the recruiting process by enabling transparency and collaboration across the entire hiring team.

Workday Recruiting is designed to optimize use of mobile devices. This allows applicants and users to utilize resources on the go, collaboratively, in real-time, and helps to improve employee engagement and user adoption.

The agency has implemented continual improvement of recruitment announcements, simplification of language used, and development of trainings for applying to positions within the organization that will be focus points moving forward. In order to attract a more diverse applicant population, extended outreach to minority groups, rural locations, and increasing cultural and community organization awareness about opportunities within our agency will be included in future recruitment efforts. We are using more inclusive language in position descriptions and postings by avoiding gender-coded words and descriptors. Our recruitment announcements have been simplified to remove unnecessary language that may cause barriers to applicants. The agency has increased outreach by enabling referrals from within the existing workforce. Considering and appreciating internal candidates from within the agency, other agencies, city, and county employees has increased our ability to incorporate knowledge, skills, and abilities along with long time experience for the unique types of positions within our agency.

Reaching outside of our current efforts to include recruitment from diverse colleges with a focus on career and alumni service departments at schools that serve a diverse population is the next step for the agency. We will utilize community and for-profit colleges' job boards, career fairs, and networking events to support their

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graduate population in advancing into the workforce. The agency is also considering expansion of outreach to more diverse networking groups to potentially attract a more diverse workplace. By extending this reach into many different specialized, underserved networking groups, it will allow the agency to interact with potential employees to increase the pool of diverse candidates attracted as potential employees.

Ongoing training for hiring managers and supervisors includes focal points around considering the candidates most qualified for the positions and growing a diverse work force. We continue to train hiring managers and supervisors to give opportunities based on the skill sets needed for each classification distinctively. Encouragement is given to hiring managers and supervisors to create a welcoming atmosphere for the interview process, ensuring a diverse panel that focuses on what the candidate has to offer for the position applied for, without any perceptions of bias.

All agencies of the State of Oregon evaluate applicants based on past work history, education, service provided to the state, and military experience. Additionally, consideration is given to candidates who are believed to be career oriented persons, have the best decision making, learning abilities, and analytical skills practical for the position being considered, as well as their ability adapt to our agency’s unique military culture. This collective compilation translates into what is contemplated for the top candidate(s) for positions advertised.

In the 2019-2021 Affirmative Action report submitted by our agency, it was reported that the OMD had 430 total filled positions, including temporary, limited duration, and seasonal employees, with the majority working full-time. Within the population of employees, over 60 were part-time positions. The Department of Administrative Services reports for that time period showed OMD’s workforce included: 373 Caucasians, 5 African Americans, 29 Hispanics, 6 Asian Pacific Islanders, 6 Native Americans, 10 Disabled Individuals, and 121 Women, based on information self-reported by the employees.

The percentages showed the numbers of Caucasians had decreased by 2.2%, African Americans increased by 0.36%, Hispanics increased by 1.38%, Asian Pacific Islanders decreased by 0.85%, Native Americans decreased by 0.17%, Disabled Individuals decreased by .01% and Women in our workforce increased by 0.8 % from previous years.

Currently, we show a total of 449 employees within OMD’s workforce population. For the specific categories, and taking into account the names of categories have evolved to reflect different titles and divisions of previously used ones, we show: 387 White (previously referred to as Caucasian) employees, 4 Black or African Americans, 26 Hispanic or Latinos, 8 Asians, 1 Native Hawaiian or Other Pacific Islander, 4 American Indian or Alaska Natives, 6 Unidentified Individuals and 13 with Two or More Races. Additional factors and categories to consider shows: 322 Men and 127 Women. As the employee base has increased by 19 percentages, each area is reflected as having increased the population of females in the workforce, while slight decreases in each of the other categories are shown.

While historically positions in the OMD have been male dominated work groups, the agency continues to make efforts to attract qualified minorities, women, and those with disabilities, as vacancies occur. Based on the mission of our agency and uniqueness of the dynamics in which we serve, an ongoing goal has been to encourage

Category	Count	Percentage for 2019-2021 Report	Count	Percentage for 2021-2023 Report	Increase	Decrease
Total Positions Filled/Employee Count	430	baseline	449	current	4.42%	0.00%
Female	121	28%	127	28%	0.00%	0.00%
Male	309	72%	322	72%	0.00%	0.00%
Disability	10	2%	17	4%	2.00%	0.00%
No Disability	420	98%	432	96%	0.00%	-2.00%
Native Hawaiian or Other Pacific Islander	6	1.40%	1	0.22%	0.00%	-1.18%
American Indian or Alaska Native	6	1.40%	4	0.89%	0.00%	-0.51%
Black or African American	5	1.16%	4	0.89%	0.00%	-0.27%
Unidentified	11	2.56%	6	1.34%	0.00%	-1.22%
Asian	0	0.00%	8	1.78%	1.78%	0.00%
Two or More Races	0	0.00%	13	2.90%	2.90%	0.00%
Hispanic or Latino	29	6.74%	26	5.79%	0.00%	-0.95%
White	373	86.74%	387	86.19%	0.00%	-0.55%

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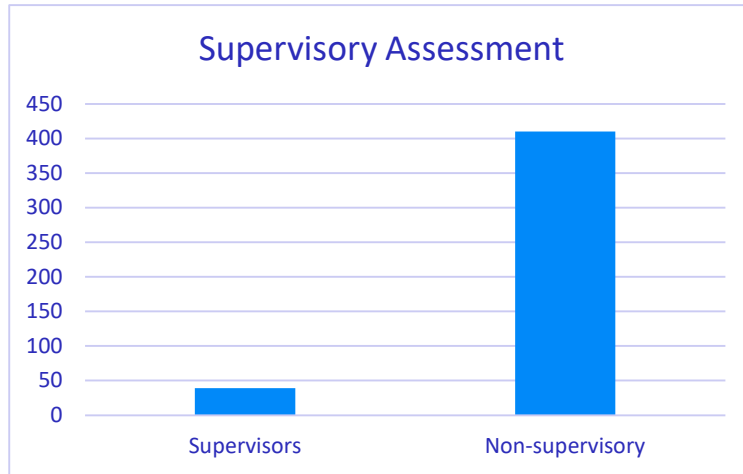
employment of veterans within the workforce. Those who have served in the military seem to have a better understanding of the mission of the agency, culture, and relate well to the urgency in which duties that the civilian workforce must accomplish, and must be completed, especially during times of emergency, natural disaster, and other missions we support. As the military is becoming more diverse and including minorities, we anticipate the agency will have an increase in applications of areas comprising women, people with disabilities, and other minority groups.

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DEMOGRAPHIC ANALYSIS

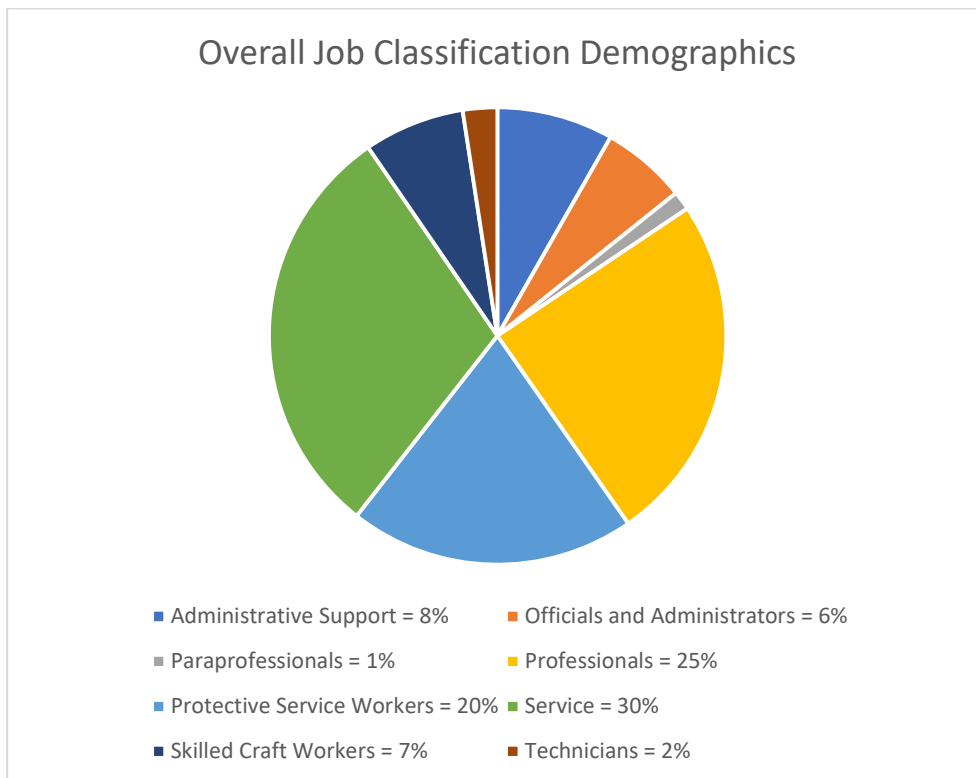
Supervisory Roles

As of June 30, 2020, the agency shows supervisors and non-supervisory employees.



Workforce Tables

For the workforce tables as of June 30, 2020, the agency shows the following demographics:



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AGE				
Job Class	Eligible to Retire	Eligible to Retire within Five Years	Not Eligible to Retire	Total Count
Administrative Support	3	4	30	37
Officials and Administrators	3	2	22	27
Paraprofessionals	0	0	6	6
Professionals	13	19	79	111
Protective Service Workers	11	9	71	91
Service	9	13	112	134
Skilled Craft Workers	7	7	18	32
Technicians	0	3	8	11

RACE									
Job Class	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Black or African American	Unidentified	Asian	Two or More Races	Hispanic or Latino	White	Total Count
Administrative Support	0	1	0	0	1	2	1	32	36
Officials and Administrators	1	0	0	0	0	0	1	25	26
Paraprofessionals	0	0	1	0	0	0	0	5	5
Professionals	0	0	0	3	1	5	3	99	111
Protective Service Workers	0	1	2	1	3	5	10	69	88
Service	0	2	1	2	2	1	9	117	131
Skilled Craft Workers	0	0	0	0	1	0	1	30	32
Technicians	0	0	0	0	0	0	1	10	11

GENDER			
Job Class	Female	Male	Total Count
Administrative Support	6	31	37
Officials and Administrators	5	22	27
Paraprofessionals	5	1	6
Professionals	57	54	111
Protective Service Workers	84	7	91
Service	108	26	134
Skilled Craft Workers	31	1	32
Technicians	9	2	11

PEOPLE WITH REPORTED DISABILITIES			
Job Class	Disability	No Disability	Total Count
Administrative Support	1	36	37
Officials and Administrators	1	26	27
Paraprofessionals	1	5	6
Professionals	4	107	111
Protective Service Workers	2	89	91
Service	7	127	134
Skilled Craft Workers	0	0	0
Technicians	0	0	0

VETERANS				
Job Class	Active Duty/Reserve	Veteran	Non-Veteran	Total Count
Administrative Support	0	3	34	37
Officials and Administrators	1	6	20	27
Paraprofessionals	0	5	1	6
Professionals	4	23	81	108
Protective Service Workers	4	25	0	29
Service	2	11	121	134
Skilled Craft Workers	0	1	31	32
Technicians	0	2	9	11

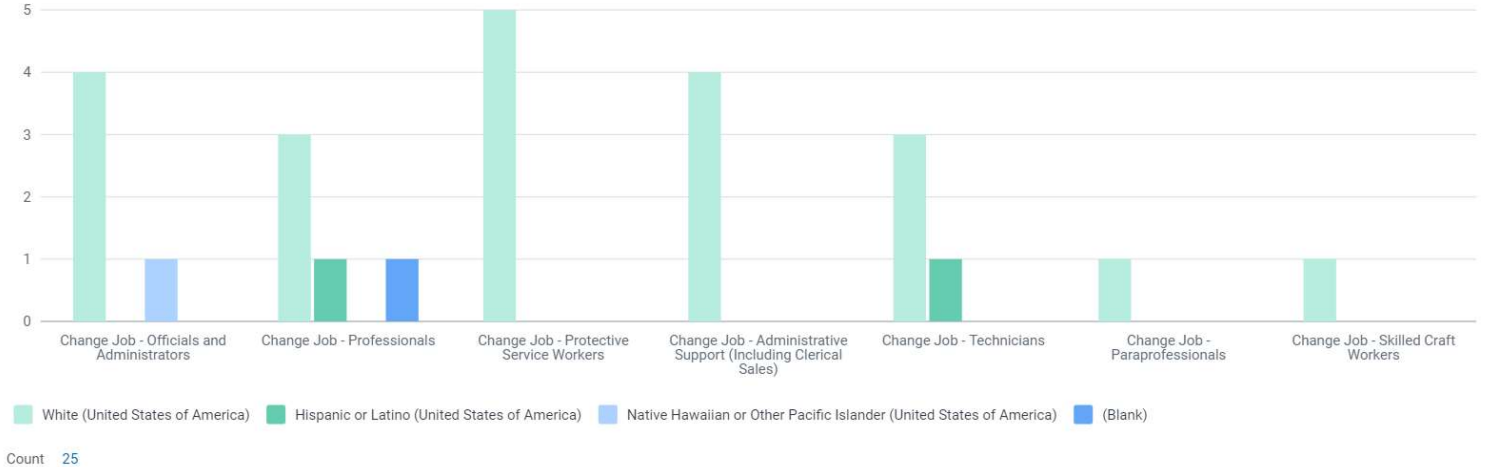
Promotions

Of the 24 total promotions within the agency from July 1, 2018 to June 30, 2020, there were 9 females and 15 males. Within this pool, 1 did not identify themselves for ethnicity, 1 was Native Hawaiian or Other Pacific Islander, 2 were Hispanic or Latino, and the remaining 20 identified as White individuals. There were 4 supervisors who promoted to higher level supervisory positions and 1 supervisor who promoted to a higher

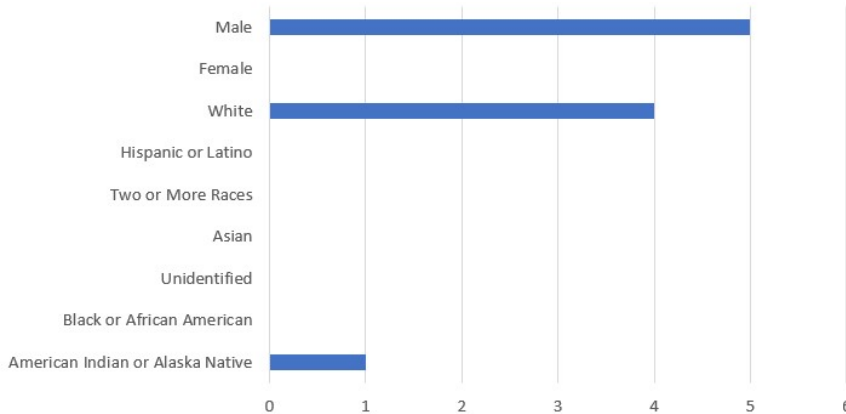
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salary range non-supervisory position. Of the 19 non-supervisory promotions, 2 promoted to supervisory positions while all the other 17 promoted to higher salary range non-supervisory positions.

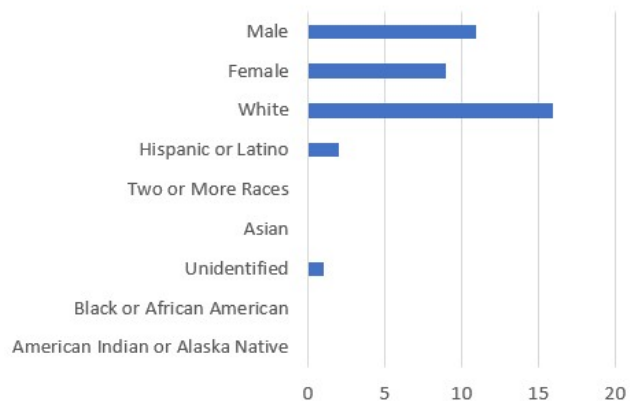
Agency wide promotions show the following data as of June 30, 2020:



Supervisory Promotions



Non-supervisory Promotions



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AFFIRMATIVE ACTION PLAN

2021–2023 Affirmative Action Strategies and Goals

The goals for the Oregon Military Department’s Affirmative Action strategies have been internally evaluated as specific, measurable, achievable, relevant, and time bound. The OMD provides equal employment opportunities for all employees and applicants, under the guidelines of the [U.S. Equal Employment Opportunity Commission \(EEOC\)](#) who enforces the prohibitions against employment discrimination in [Title VII of the Civil Rights Act of 1964](#), the [Equal Pay Act of 1963](#), the [Age Discrimination in Employment Act of 1967](#), [Sections 501 and 505 of the Rehabilitation Act of 1973](#), [Titles I and V of the Americans with Disabilities Act of 1990 \(ADA\)](#), [Title II of the Genetic Information Non-discrimination Act \(GINA\)](#), [Uniformed Services Employment and Reemployment Rights Act \(USERRA\)](#), and the [Civil Rights Act of 1991](#). The agency supports these laws by prohibiting discrimination based on military status, race, color, sex, religion, national origin, age, disability, and genetic information, as well as reprisal for protected activity. The agency applies these practices to all terms and conditions of employment including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.

Issue/Success Deserving More Effort

- The agency would like to increase the diversity levels of minorities within the hiring process to specifically include minority genders and those with reported disabilities, as well as increasing the level of individuals within the category of races, other than white.
- Recruitment efforts expanding beyond our current practices to reach more individuals within various diversity levels.

Goals/Specific Activities to Achieve Goals

- The agency would be improved by increasing the diversity levels to expand the talent pool so the agency can find more diverse candidates, increase employee retention, and reach an untapped market of individuals who may add skills and abilities to our agency.
- The specific activities the agency will execute to achieve our goals related to affirmative action planning began with assignment of individuals dedicated to the agency’s goals. Future actions will include: forming a workgroup to increase outreach, increased focus on the language used in recruiting positions, have our recruiter network with underserved communities to increase the diversity in our applicant pool, and greater attention to the timelines the agency will establish to meet these goals.

Outcomes

- The expected outcomes of actions moving forward include predictions of redistributed jobs and increased populations of minorities within the agency. Affirmative action steps should generate positive allure for these minority populations and increase the agency’s goal to increase the skills and services our labor force offers in support of our mission.

Measures

- The tools and resources necessary to accomplish our goals in these areas include: adding an additional recruiter to our workforce to assist with recruitment efforts, development of a

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workgroup for outreach efforts and accountability, as well as dedicating more effort on the agency's website to spotlight our inclusivity.

- Success will be measured in evaluating future affirmative action report statistics and understanding the impact the agency is having on the employees and the communities within Oregon.
- Begin monitoring the number of diverse applicants applying to our positions with an effort to increase those values.

Implementation

- Tracy Garcia, Personnel Director, Affirmative Action Officer, and Equity Leader for the Oregon Military Department's role is to lead the agency's task in achieving the Affirmative Action goals.
- The accountability measures that keep track of the progress of the agency include the bi-annual Affirmative Action report submitted by the agency, to identify agency goals and measure progress or regression, from those who have established roles within the agency to support the goals of affirmative action.
- The role of the Director and Executive Staff are to be supportive to the agency's goals related to affirmative action by promoting to the managers and supervisors processes that will encourage inclusive standards while making targets relevant and attainable.
- The role of managers and supervisors is to analyze their own units and develop strategies to meet the goals set by the Director and Executive Staff in support of the goals of the agency for affirmative action. Each manager and supervisor must consider their workforce via a fully detailed incumbency such as a utilization analysis versus availability analysis. This process of comparing incumbency to availability means using a relevant mix of occupational categories, labor area demographics, and relevant weighting of internal and external factors to arrive at attainable goals for meeting positive, sustainable affirmative action results.
- The role of the Affirmative Action Representative (AAR) is to support the Affirmative Action Officer / Equity Leader, the Director and Executive Staff, as well as Managers and Supervisors in the promotion, and administration of the goals set by the agency in relation to the Affirmative Action plan. The AAR will provide relevant information, assistance in coordination of necessary events, and in the construction, research, and collection of the data necessary for reporting measures needed to meet the affirmative action goals of the agency.

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AFFIRMATIVE ACTION STRATEGIES

2021–2023 Affirmative Action Strategies

The agency's strategies to achieve the Affirmative Action goals, outcomes, measures, and implementation for the 2021-2023 biennium include improved measurements in the areas of recruitment, selection, retention, and employee engagement.

Recruitment

The State of Oregon is now utilizing the Workday program that streamlines agency recruitments. This has assisted the agency in areas that make it easier for those unfamiliar with filling out a hard copy application the opportunity to complete one online. Reviewing and screening applicants can be done virtually and more quickly. The program allows the agency to use filters for highlighted and desired attributes of specific positions in alignment with the applicant's responses. The agency recruiter is available to assist individuals with questions they may have regarding meeting minimum qualifications, how to fill out the application, and even suggestions for improving the content in their resumes so they can more accurately reflect their experience and skills offered to the employer. The agency recruiter will network in underserved communities to explain our application process in an effort to increase the diversity of our applicant pool. The agency has increased participation and engagement opportunities with career fairs through the Veteran's Office, the Department of Public Safety Standards & Training (DPSST), and Chemeketa Community College, in order to increase the targeted outreach to a more diverse applicant pool.

Selection

The agency follows the Equal Employment Opportunity and Affirmative Action guidelines offered by the [Department of Administrative Services \(DAS\), 105-040-0001](#) when filling positions. [DAS policy for Recruitment and Selection, 40.010.02](#) offers additional information regarding the recruitment and selection process, including reemployment lists and other various appointment types resulting in the retention of a qualified and competent workforce, in addition to the collective bargaining agreements specific to the classification of the position being recruited. The agency recruiter offers guidance to supervisors and managers related to hiring processes, including ways to develop a diverse hiring/interview panel as well as expectations around fairness and equality in the interview process, as an on-going training opportunity. This helps supervisors and managers better understand and support the agency's goals in relation to diversity and inclusion in the workforce.

Retention

All State of Oregon employees are offered a range of benefits and rights. Employees have options when it comes to choosing a plan for core benefits such as a medical plan. The state also offers a variety of optional benefits, flexible spending accounts, retirement benefits and paid leave options. Core benefits include: medical, vision, and dental insurance; retirement benefits and options; paid leaves such as sick leave, vacation, personal business time, and holiday pay; and optional benefits like term life insurance, long and short term disability, long-term care, and flexible spending accounts. The state also provides access to an innovative Employee Assistance Program (EAP) that offers work-life counseling, along with homeowner, legal and family resources.

Specifically, the OMD has in place mentorships that managers and supervisors build into the employee's immediate working level which assist individuals in areas of learning more about the culture of the agency, the

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varying dynamics with regard to supporting National Guard members, and how to work for a State of Oregon position while considering the ethics of decisions made on a daily basis. Mentorship is a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. The agency understands that mentoring is required as an investment in even the most educated individuals to stabilize as well as encourage a homogeneous state of existence. Investment in the current staff ensures that secession will continue due to the rise in education sharing for those who become mentors to others in the workforce. As educated juniors themselves turn into seniors, junior investment also affects the evolution of the senior labor force. This inflow of new employees offsets the exiting of our senior employees which increases the exponential distribution without causing a great intensity of stress for the agency as seniors retire.

Diversity, Equity and Inclusion (DEI) trainings are offered as an ongoing process along with the annual Oregon iLearn online requirements to complete: Preventing Discrimination and Harassment in the Workplace, Information Security Training: Foundations, Oregon Military Department Emergency Preparedness Training, and the internal Ethics in the Workplace Training. The Affirmative Action Representative or Officer attends an annual Statewide Diversity, Equity, & Inclusion Conference. Through bulletin boards and emails sent to employees, they are made aware of opportunities in this area and are welcomed to attend as their workloads allow.

Career development opportunities exist, for those interested, within our agency and all of state government. The OMD supports employees by promoting internal promotional opportunities, positions that allow a person to change career or direction, and awareness of other positions within the State of Oregon at other agencies, when employees have a desire for change. Consideration for development is given based on the nexus of work in which the current employee holds and next steps in the position series, if available, and on voiced personal interest from the employee to the supervisor of the position. Areas the agency focuses on for career development looks at key areas for employees including, but not limited to: educational investment, contemplation of the labor force evolution, and meeting the internal goal of time-efficient mentoring. The agency sees this as straightforward in order to increase our management's ability to become more adept mentors, while meeting an even larger group of mentees, while expending less energy and less time. The OMD is dedicated to setting clear boundaries and expectations, to make it possible to foster important skills and offer stronger networks that may prove more useful for our mentees in the long run.

Job rotations and work out of current classifications are offered when there is a business need. This opportunity offers the employee a chance to move between jobs within the organization to experience and develop themselves for career enrichment. A Work-out-of-Class (WOC) assignment is an allowance of varied skill development based on needs of the location of the position, a more focused skill set needed, or to enhance a current skillset. These are not considered promotions and are often temporary with employees moving back to their original position after a specified period.

The Oregon Military Department utilizes volunteers in various locations for specific purposes. The Office of Emergency Management (OEM), the Oregon Military Museum, the Oregon Civil Defense Force and the Oregon Youth Challenge Program (OYCP) host opportunities for volunteers.

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The Office of Emergency Management, State Communications Unit (SCU), Radio Amateur Civil Emergency Service (RACES) is an emergency radio service authorized in Part 97.407 of the Federal Communications Commission (FCC) for Licensed Specialists to volunteer in support of emergency services for the agency. The SCU's mission is to provide reliable and flexible intrastate and interstate emergency communications support to serve the needs of Oregonians, serving at the hub of emergency communications in the state. In the event that existing communications links or infrastructure are either non-functional or overloaded, this group of specialists are activated to provide intrastate government communications between OEM and other auxiliary emergency communication units operating from city, county, or tribal Emergency Operation Centers (EOC's) located throughout the state. The OEM coordinates Auxiliary Communications Services (ACS) by recruiting volunteers within the State of Oregon to provide assistance with emergency management preparedness, such as: preparing for earthquakes, flooding, and fires using the latest high frequency (HF), very high frequency (VHF) as well as Ultra high frequency (UHF) amateur & commercial radio systems, equipment, and applications to transmit electronic messages, using digital communications capabilities and voice. The ACS model includes amateur radio operators who participate with various agencies to provide emergency communications to governmental and critical facilities within the State of Oregon.

The Oregon Military Museum is a four-acre military history museum at Camp Withycombe in Clackamas, Oregon. The museum houses a collection of more than 14,000 artifacts and a library with over 30,000 volumes. There is a park area outside the main museum building with outdoor interpretive exhibits. Two historic structures in the park allow visitors to walk through a historic field artillery, horse barn and a quartermaster storehouse. Volunteers at the Military Museum provide the Museum's staff with much needed assistance, skills and services, such as helping with: fundraising, public relations, organizing projects, administrative needs, facility maintenance as well as preservation and restoration of artifacts.

The Oregon Civil Defense Force (OR CDF) is a volunteer force established in accordance with the [Oregon Revised Statute 399.035](#). OR CDF's mission is to augment the Oregon National Guard as a reserve force under the authority of The Adjutant General of the Oregon Military Department. Support of the OR CDF has initially been focusing on supporting high frequency communications at armories. Volunteers who have diverse skills in radio communications, administration, operations and a willingness to assist the Oregon National Guard in a variety of activities for the State of Oregon are recruited and utilized to augment the mission of the OMD in support of National Guard members.

The Oregon Youth Challenge Mentor program enables a one-on-one relationship between youth and adults to provide consistent support, guidance, and concrete help as the young person goes through difficult or challenging situations in their lives. The goal of mentoring for this venue is to help youth gain critical life skills, increase their emphasis on academic and occupational opportunities, as well as obtain confidence as they recognize the importance of becoming responsible for the future they choose.

Additionally, the Oregon Youth Challenge Program has eight core components consisting of development in the following areas: 1. Academic Excellence, 2. Life Coping Skills, 3. Job Skills, 4. Health and Hygiene, 5. Responsible Citizenship, 6. Service to the Community, 7. Leadership/Followership and 8. Physical Fitness. The core components are designed to educate and produce youth that will become productive members of the community upon graduation. One of the components requires cadets to complete a minimum of 80 hours

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of service to community/conservation projects, which may include activities in one or more of the following community outreach areas:

- Bend community Pope-Peddle-Paddle relay races
- Empowering Youth Bicycle repair
- Tumalo State Park support
- La Pine State Park support
- Equine Outreach support
- Bend Christmas parade (Optional due to religious affiliation)
- Veterans parade
- Pilot Butte State Park support
- Warm Springs Elder Appreciation support
- Cline Falls State Park support
- Letter Carrier Food Drive
- Healing Reins support
- Smith Rock State Park support

Internships within the Oregon Military Department's Environmental branch have been extended in recent years for diverse thinkers of all backgrounds, but primarily to students who have been pursuing academic degrees in natural resources. This has proven advantageous for the agency as we have hired several of those interns into permanent positions as a result. This has been an extraordinary way the agency has reached out to the public to increase the dynamic employee workforce we have been privileged to support.

Employee Engagement

The agency has made a goal to promote employee engagement in the areas of equity and inclusion; we feel as though employees are being engaged at the level of their immediate units, but overall, the agency would like to do more in this area. Before we start gathering data, we plan to bring together the key leaders of this project to discuss and record what we are broadly working to accomplish with the employee engagement initiative. Development of the specific sense of this before we invest in this venture beyond where our current efforts are, will be helpful for determining future steps. We have formed a DEI/Affirmative Action Committee led by our HR Department and every state program is represented to facilitate feedback/engagement at all levels. Additionally, we are interested to keep a pulse on employee sentiment and make employees feel heard; not just by having them complete surveys, but by asking them to provide insight into employee experiences for changing the future for our agency. We will set clear objectives and utilize the SMART technique: specific, measurable, achievable, relevant and time-bound action plan which has proven to be an effective tool. Our established timeline for this goal is the submission of the Affirmative Action Plan for the next biennium.

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MANGAGEMENT

Leadership Evaluation

The Oregon Military Department supports [ORS 659A.012](#) which requires agencies to achieve the goals related to 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 consideration of the manager's or supervisor's performance.

The agency recognizes the relationship between managers and employees as critical for the development of our workforce and in acclimating newcomers to the unique culture in which we reside. Leadership recognizes that while most people quit their jobs specifically because of a disconnect with their managers, every effort should be made to maintain our employee base. The agency does not assume that managers understand the importance of workplace diversity, or that they know how to hire and manage a diverse group of employees. Therefore, we offer them training and empower them with the skills necessary to grow and nurture a diverse team. Our Personnel Director, and the Human Resource team, offer cultural and other sensitivity training as first steps when new managers and supervisors are hired, as well as continuing to reach out to existing employees that show areas of need. The agency encourages employee feedback to ensure there is a clear communication channel between managers and their direct reports. We feel that when our leaders in management are empowered with the appropriate resources, the potential of our workforce will become unlimited. This is why we encourage our employees to apply for internal promotional opportunities because they know the value of supporting the agency's core values that embrace and celebrate diversity.

The agency has complied with the requirement to evaluate all management personnel by actively being involved in the Performance Accountability and Feedback project led by the Department of Administrative Services. The performance management process is used to assist managers and supervisors in managing the performance of their subordinates by promoting employee understanding of successful job performance as well as commitment to the objectives and goals critical to the success of the agency. Quarterly check-ins regarding status of performance in specific areas related to projects are evaluated and discussed with each supervisor, providing suggestions for improvement moving forward to meet the intended goals for the agency.

The Adjutant General Personnel office supports leadership development by encouraging all supervisors, managers, and aspiring managers to actively seek opportunities through a variety of training made available to government employees such as classroom training, on-demand videos and webinars. These venues are available in a variety of forms such as in-person classes and i-Learn Oregon classes as well as becoming a member of a specific group working towards a goal, for example, the Project Management User Group (PMUG).

Succession Plan

Succession planning for OMD is included in our emergency response and continuity plans. Succession planning also maintains a relationship with affirmative action principles in order to foster and promote diversity. The agency recognizes that in order to be successful, a succession planning model should have the following five stages: 1) recognizing the key importance of succession planning, 2) identifying possible successors, 3) determining who is the best possible successor, 4) mentoring them to be ready, and 5) finally taking over the reins. The final step after development will be an auditing of the process and outcomes, then determining areas for improvement.

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It is generally accepted that succession planning is practiced more robustly in the private sector than in the public sector. Although this may be true, Oregon State government recognizes that to maximize the chance of realizing an organizational vision, an executive needs people in key positions who share common goals.

Understanding and recognizing that people and positions change over time is important to putting the right people in the right positions. Even though executives must delegate many responsibilities, succession management for senior subordinate positions is not one of them. Development of a robust process is necessary to overcome the tendency to pick individuals we have experience working with for key positions, overlooking sometimes better, unfamiliar candidates. The OMD strongly feels that the chief executive leadership team leader must pay attention to senior leader selections so that key subordinates will also pay more attention to the impact of those positions and the decision-making roles they play.

The Department of Administrative Services (DAS) has pointed to three key areas for succession planning: recruiting, onboarding and developing employees. The OMD will take each of these areas into consideration when assessing, identifying, developing and evaluating exactly how a succession plan should look for our agency. Succession planning is the essential groundwork to maintain the day-to-day work and support for sustaining the appropriate workforce strategies. The agency will carefully assess the workforce for positions which are critical to the functions of our agency, the specific divisions, and each dynamic team by considering every position competency that best supports our mission. Objectives include meeting with employees to discuss goals as well as development of the necessary short and long term plans for potential succession into those critical positions. Careful consideration as to how the agency will assess gaps in our workforce will be given along with identifying individuals capable of assuming critical positions during a critical position's vacancy within our agency; utilizing cross-training opportunities as well as past experience from those who have promoted from within. The OMD aims to align a succession plan for current and future business needs by evaluating the developed succession plan and adjusting competencies, employee goals, and recruitment strategies. Development for recruitment strategies will plan to target the competencies best needed for individual consideration to fill each position. Current, as well as future job announcements, will include incorporation of affirmative action, diversity and inclusion responsibilities as important components of the agency recruitment process.

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CONTRACTING

Contracting with Minority-Owned Businesses

The OMD makes available information to support the [ORS 659A.015](#) which requires affirmative action reports to include information on awards of construction, service, and personal service contracts awarded to minority businesses by utilizing the Oregon Procurement Information Network (ORPIN). The agency makes considerable efforts to attract certified businesses by making opportunities accessible and contracting opportunities that exceed the direct negotiated threshold of \$10,000. These are posted on ORPIN and provides notices of these opportunities to the Certification Office for Business Inclusion and Diversity (COBID) certified firms, with the exception of: [ORS 190](#) agreements, which are agreements with other State of Oregon agencies, units of local government, tribes, the federal government, or other state governmental entities. Janitorial and landscaping contract opportunities are first offered through the [Qualified Rehabilitation Facility Program](#), pursuant to [ORS 279](#). Procurements are obtained through [Department of Administrative Services \(DAS\) Statewide Price Agreements](#) for such items as: copier leasing, federal compliance auditing services and computer software service agreements. DAS Price Agreement solicitations are also posted in ORPIN where COBID firms are invited to submit proposals and bids. Additionally, as part of its “Buy Decision” pursuant to [OAR 125-247-0200\(2\)](#), for all open market purchases under \$10,000, OMD seeks COBID participation by actively searching the COBID directory for the needed services. [Business Oregon Certification Office for Business Inclusion and Diversity \(COBID\)](#) is responsible for certifying minority-owned businesses to participate in affirmative action in state contracting. The [ORS 659A.015](#) requires affirmative action reports to include information on awards of construction, service and personal service contracts awarded to minority businesses.

The [State of Oregon, Office of the Governor, Executive Order 18-03](#), Promoting Diversity and Inclusion Opportunities for Oregon Minority-Owned, Women-Owned, Service-Disabled Veteran Owned, and Emerging Small Businesses requires agencies to track and report on a quarterly basis, beginning with the first quarter ending September 30, 2018.

Activity and Spend Report - Supplier Participation Summary Analysis 2019

Awarded Contracts	Dollar Amount	Quantity
Total	\$38,377,380	47
COBID Certified Firms	\$634,761	12
Percentage	1.6%	26%

The majority of our large value contracts are for services (Capital Construction) not traditionally serviced by COBID firms. We do not have a mechanism in place to identify if our contracting partners are sub-contracting to COBID firms. For the Supplier Participation Summary Analysis, the ORPIN report accurately captures our contracting awards over \$10,000 in value. We do not have any other tools or reports used specifically by our agency as a tracking system for COBID certified firms. Regarding the Supplier Participation Summary Analysis, our agency did not have any COBID Certified Firm supplier engagement activities in our agency for 2019.

The OMD previously reported awards of construction, service, and personal service contracts awarded to minority businesses for July 1, 2016 through June 30, 2018 to be 1,093 total contracts for \$41,475,219.55.

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Of this total, 24 service contracts were awarded to COBID firms and totaled approximately \$581,439.69 of the agency's overall total.

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APPENDIX A: 2021-2023 AFFIRMATIVE ACTION PLAN TIMELINE

Date	Action	Responsibility
April 21, 2020	Circulate Draft AAP Guidelines sent to all agency DI/AA/EEO representatives for comments	Governor’s Office of DEI/AA
May 4, 2020	Comments and questions on APP Guidelines due from all agency representatives	All agencies
May 21, 2020 (AA Rep Meeting)	<ul style="list-style-type: none"> • Response to questions and comments and discussion of the guidelines • Update by DAS on Workday DEI Dashboard, which will provide workforce data for AA Reports 	All agencies
June 2020	Final AAP Guidelines sent to all agency DI/AA/EEO representatives	Governor’s Office of DEI/AA
November 20, 2020	Draft of AAP due to the Governor’s Office	All agencies
December 2020 – February 2021	<ul style="list-style-type: none"> • Review of draft AAP in the Governor’s Office • Provide comments on draft AAP sent to all agencies 	Governor’s Office of DEI/AA
March 22, 2021	Submit final AAP to Governor’s Office	All agencies
Spring 2021	Provide approval letters for AAP	Governor’s Office of DEI/AA

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APPENDIX B: DEFINITIONS

All Agencies	These are defined by agencies consisting of 11 or more employees in executive branch agencies led by the governor.
Attraction	Examples of strategies are: recruitment, engagement, the application process, position descriptions and creating an applicant pool for consideration.
Diversity	Synonym for a variety of identities and cultures within a room, group or organization measurable with quantitative metrics.
Engagement	Examples are: leadership, affinity groups, workplace equity, inclusion and communication.
Equity	Equity represents the use of policies, programs, practices, processes and investments to eliminate institutional and structural racism as well as enable all people to attain their full potential.
Protected Class	A shared characteristic that employers cannot use as a basis for employment decisions under the law. This report is concerned with these specific protected classes: gender, race, color, age, disability and veterans' status in the State of Oregon's workforce.
Race	In this report race means the sum of the racial categories, except White (previously referred to as Caucasian).
Racial Categories	A racial category is one of seven racial classifications: Asian, Alaska Native/American Indian, African American/Black, Hawaiian Native/Asian Pacific Islander, Hispanic (non-White), two or more races and White. Person (or people) of color represents someone who identifies as belonging to any racial categories, except White.
Retention	Examples of retention are: promotions, effective supervision, access training, strong management and mentorship.
Selection	Examples of selection strategies include: minimum qualifications, interview process, interview panels, fairness, hiring and decision making.
Small Agencies	Mostly boards and commissions with ten or fewer full-time employees. Affirmative action reporting requirements differ from those for larger agencies.
Workforce	State workforce includes all full-time, limited duration, academic, temporary employees, and seasonal in-season executive branch agencies under the governor's leadership.
Workforce Equity	Eliminate barriers to employment that stem from hiring panel biases, enabling a more inclusive hiring process that results in a diversity of successful candidates and inclusive workplace.

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APPENDIX C: GOVERNING POLICIES

Oregon Revised Statutes (ORS)

ORS 182.100	The requirement for all appointive authorities for state boards, commissions, and advisory bodies shall implement this policy of affirmative action in their appointments, subject to the legal requirements for each appointment.
ORS 243.305	The policy defines affirmative action as fair and equal employment opportunities for employment and advancement.
ORS 243.315	Directs and monitors affirmative action programs in all state agencies to implement the public policy.
ORS 659A	This statute prohibits unlawful discrimination in employment, public accommodations, and real property transactions; administrative and civil enforcement.
ORS 659A.012	Every state agency shall be required to include in the evaluation of all management personnel, the manager’s or supervisor’s effectiveness in achieving affirmative action objectives, as a key consideration of the manager’s or supervisor’s performance.
ORS 659A.015	Requires affirmative action reports to include information on awards of construction, service, and personal service contracts awarded to minority businesses.
Oregon Executive Order No. 16-09	Promotes diversity and inclusion opportunities for Oregon minority-owned, women-owned, service-disabled veteran-owned and emerging small businesses.
Oregon Executive Order 17-11	Affirms commitment to promote diversity, equity, and inclusion in the workplace and eliminate past and present discrimination, intended, or unintended.
Oregon Executive Order 18-03	Promoting diversity and inclusion opportunities for Oregon minority-owned, women-owned, service-disabled veteran owned and emerging small businesses.
Section 503 of the Rehabilitation Act of 1973	Prohibits federal contractors and subcontractors from discriminating in employment against individuals with disabilities and requires employers to take affirmative action to recruit, hire, promote and retain these individuals.
Title VII of the 1964 Civil Rights Act	This federal law outlaw’s discrimination based on race, color, religion, sex or national origin. It prohibits unequal application of voter registration requirements and racial segregation in schools, employment and public accommodations.