Oregon Department of Emergency Management
2025 – 2027
Affirmative Action Plan

September 30, 2024

Department of Administrative Services
Office of Cultural Change
Attn: Juliet Valdez-Locke
155 Cottage St NE
Salem, OR 97301

Dear Ms. Valdez-Locke,

I am pleased to provide you with a copy of the Oregon Department of Emergency Management's (OEM) Affirmative Action Plan for the 2025-2027 biennium. The agency will continue with our initiatives, both as an agency and as a service provider for state government.

If you have any questions, please contact me at (503) 378-3933.

Sincerely,

Erin McMahon
OEM Director

Table of Contents

Agency Overview

The Oregon Department of Emergency Management (OEM) leads collaborative statewide efforts, inclusive of all partners and the communities we serve, to ensure the capability to get help in an emergency and to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.

OEM is responsible for coordinating and facilitating emergency planning, preparedness, response and recovery activities with the state and local emergency services agencies and organizations and makes rules that are necessary and proper for the administration of ORS 401 as follows:

- Coordinate the activities of all public and private organizations specifically related to providing emergency services within this state.
- Maintain a cooperative liaison with emergency management agencies and organization of local governments, other states and the federal government.
- Have such additional authority, duties and responsibilities authorized by ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 or as may be directed by the Governor.
- Administer grants relating to emergency program management and emergency services for the state.
- Provide for and staff a state emergency coordination center to aid the Governor and the department in the performance of duties.
- Serve as the Governor's authorized representative for coordination response activities and managing the recovery process.
- Establish training and professional standards for local emergency program management personnel.
- Establish task forces and advisory groups to assist the agency in achieving mandated responsibilities.
- Enforce compliance requirements of federal and state agencies for receiving funds and conducting designated emergency functions.

OEM's Human Resources Department is dedicated to partnering with OEM's division units to maximize the potential of our greatest asset – *our employees.*

We are focused on providing excellent customer service and committing to attracting, developing, rewarding and retaining top talent. Our goal is to foster a healthy, safe, productive work environment for our employees, making OEM an employer of choice.

Attributes of high performing newly established Human Resources Department:

- Understand the State and Agency's strategic plan

- Know our divisions and impact
- Know our agency employees
- Act with agility and flexibility to suit the needs of the agency goals
- Collaborate with our employees and management team
- Manage with excellence to lead, coach, drive and inspire

Achieving results:

- Understand the agency divisions and needs (participate and provide clear, timely and constructive HR support to Divisions leaders and managers)
- Protect the agency and employees (ensure compliance, detect and manage risks, focus on process improvement and effective solutions)
- Be flexible and embrace change
- Provide Training (provide training/coaching for employees and managers)

Agency Mission and Objectives

The Oregon Department of Emergency Management (OEM) leads inclusive, statewide efforts to protect, prepare for, respond to, and recover from all types of emergencies. In partnership with local agencies, tribal nations, non-profits, and private entities, OEM coordinates emergency services for all Oregonians and visitors, enhancing the state's resilience against emergencies and disasters.

OEM supports and coordinates Oregon's emergency services system in line with the Governor's vision. We work to ensure that all state agencies and local partners have the clear roles, resources, and support they need to protect communities and provide critical services during and after emergencies. Our goal is to deliver effective, equitable disaster response and recovery that addresses the needs of all communities across the state.

Operations and Structure

OEM is composed of four key sections: Director's Office, Technology and Response, Operations and Preparedness, and Mitigation and Recovery Services. OEM manages grant funding, coordinates search and rescue, and oversees the State 9-1-1 Program. It also supports the Drought Council and the Oregon Seismic Safety Advisory Commission (OSSPAC). The State Emergency Coordination Center (ECC) serves as a hub for communication and coordination during large-scale or multi-jurisdictional incidents.

OEM supports 18 Emergency Support Functions (ESFs) and collaborates with over 50 local emergency management offices to ensure all resources are leveraged for a coordinated response.

Mission

It is the mission of the Oregon Department 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 and to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.

Vision

Our vision is an established, equitable culture of preparedness that empowers Oregon's whole community to thrive in times of crisis.   OEM embraces equity as a fundamental value in everything it does. It envisions equity as the consistent and just distribution of resources, opportunities, knowledge, and support to the whole community in disaster prevention, mitigation, preparedness, response and recovery. This requires that the experiences and knowledge of historically marginalized and underserved communities can inform the way the agency operates. The term "underserved communities" refers to populations that have been systemically marginalized by oppressive social and economic systems, making them chronically less able to equally participate in the development and implementation of resilience-building activities.

Guiding Principles

To support this equity vision, OEM is guided by five principles:

1. Inclusion: Thoughtfully and intentionally creating opportunities for diverse voices and perspectives to participate in decision-making processes is fundamental to addressing the unique needs of all communities within Oregon and across the agency. To serve the whole community effectively and equitably, OEM must also ensure its agency consistently models these values in everything it does.

2. Accessibility: The agency's ability to achieve its mission rests upon emergency management services, information, and resources being accessible to individuals with diverse abilities. OEM must continuously work toward universal access within its agency facilities and spaces in which it operates, as well as in all services, communications, outreach, information, training programs and other public-facing activities. Inclusion, Diversity, Equity and Accessibility Plan 2024-2026 Oregon Department of Emergency Management

3. Proactive Outreach and Engagement: Actively seeking out and meaningfully incorporating the perspectives, aspirations, needs, and capacities of historically marginalized and underserved communities is key to building critical networks of trust and collaboration ahead of an emergency. These approaches must be reflected in the agency's internal operations, including hiring, recruitment, and retention, to effectively create and sustain pathways to equitable community engagement externally.

4. Leadership with Cultural Humility: Recognizing Oregon is home to diverse histories, cultural norms, values, and traditions of many communities means a one-size-fits-all approach will not be effective. Just as OEM trains its staff to meet all manners of hazards with agility, it must also continuously refine its skills and knowledge to better serve the whole community in ways that are culturally appropriate and responsive to all needs. As the state emergency management department, OEM has a responsibility to model equity at its agency and support an equity lens in the activities of the partner agencies with which it coordinates.

5. Equitable Resource Allocation, Contracting and Procurement: OEM recognizes the need to allocate resources based on the existing needs of communities, focusing on addressing historical disparities and promoting whole community resilience in the face of emergencies. This requires structuring government procurement processes to prioritize opportunities for partnerships with businesses owned by members of historically marginalized and underserved communities. It also requires coordination with partner agencies performing contracting and procurement.

To fulfill OEM's role of effectively coordinating efforts to prevent, prepare for and recover from emergencies, the agency recognizes the need to embed equity principles, policies, and approaches across the department's programming, outreach and engagement efforts, and internal functioning. This includes efforts to remove systemic barriers to and provide equal access to opportunities and benefits both externally and in its workforce, to advance equity for and with those communities.

Agency Key Contacts

OEM Director
Erin McMahon
Desk: 503-378-3933
Cell: 971-719-1160
Email: erin.mcmahon@oem.oregon.gov

OEM Governor's Policy Advisor
Jonna Papaefthimiou
Desk: 503-986-6520
Email: jonna.papaefthimiou@oregon.gov

OEM Affirmative Action Representative
Marsha Barton
Cell: 503-569-2976
Email: marsha.a.barton@oem.oregon.gov

OEM Inclusion, Diversity, Equity & Accessibility (IDEA) Coordinator
Natasha Fox
Desk: 503-378-2208
Cell: 503-983-5845
Email: natasha.fox@oem.oregon.gov

Lead for COBID Contracting and Procurement
Christian Nasset
Desk: 971-283-4258
Email: christian.a.nasset@oem.oregon.gov

Agency Organizational Chart

Erin McMahon
Director of OEM

Cira Murray
Executive Assistant

Patence Winningham
Deputy Director

Patrick Heath
Business Services & Compliance
Division Director

Seiji Shiratori
Legislative Coordinator/Strategic
Communications Manager

Natasha Fox
Chief Resilience
Officer

Bobbi McAllister
Strategic Planner

Lorilei Broughton
Chief Audit Executive

Roles and Responsibilities

OEM Executive Leadership Team will:

1. Promote and set the tone for the rest of the agency on the importance of a diverse and respectful workplace.
2. Encourage the establishment of training programs that support affirmative action objectives.
3. Quarterly review affirmative action and diversity data and discuss opportunities for improving recruitment and retention in the workplace.
4. Determine the effectiveness of leadership in affirmative action activities by including performance measures in their annual evaluations.
5. Review hiring, promotion and retention rates of women, minorities and individuals with a disability. Hold hiring managers accountable for results by first making them aware of current results.
6. Promote and show by example the importance of a diverse and respectful workplace.
7. Ensure all managers and supervisors receive DEI training and understand their responsibilities for helping attain the most diverse workforce possible.
8. Develop, support and enforce OEM's polices on respectful workplace behaviors.
9. Include in managers' and supervisors' annual performance evaluations a segment that rates their efforts in achieving the affirmative action plan goals.

OEM Management Team will:

1. Review and follow Affirmative Action Plan strategies.
2. Hire, transfer, promotion selection decisions based on Equal Opportunity and, where underrepresentation exists, consider Affirmative Action Goals.
3. Understand their responsibilities for enforcing agency respectful workplace policies.
4. Assist Affirmative Action Representative in the identification of any problem areas and help eliminate any barriers.
5. Include affirmative action and diversity elements in management service performance appraisals. Evaluate subordinate managers on their diversity and EEO efforts in their annual performance review.

OEM Affirmative Action Representative and IDEA Coordinator will:

1. Represent the agency at the Governor's Diversity and Inclusion meetings, community outreach programs and engagements, new employee orientation and other opportunities to provide guidance.
2. Assist the recruiter in identifying challenges regarding Affirmative Action and assist in developing strategies to eliminate the issues identified.
3. Monitor EEO/AA employment data quarterly to identify trends and problem areas and provide data reports to the executive team.
4. Review and discuss the Affirmative Action plan and goals for the agency and for individual sections. Enforce and or recommend reshaping of the plan according to ongoing evaluations.

5. Assist in identifying resources for improving, if needed, the hiring and development of underrepresented persons.
6. Act as EEO/AA liaison for the agency. Investigate and address complaints of harassment or discrimination.
7. Provide ongoing information to the executive team regarding progress on affirmative action goals.
8. Serve as a member of OEM Advisory Councils and Working Groups dedicated to supporting agency Affirmative Action and IDEA goals.
9. Assist managers and Enterprise Human Resource Services personnel in devising solutions to equal employment issues to ensure full understanding of Affirmative Action and EEO policies and procedures.

OEM Employees will:

1. Self-report: The only way for OEM's data to accurately reflect the diversity of the whole agency is for all employees to self-report their gender, ethnicity and disability status.

Accountability mechanisms in place include the use of performance evaluations combined with ongoing internal assessments of the unique structural rules that exist in the 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 supports 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 and 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 (AAR) 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 AAR 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 Workday. The AAR administers training on related material for employees through New Employee Orientation trainings and by request of management for specific work units.

Affirmative Action Progress Report for 2023 – 2025

OEM achieved independence as an agency on July 1, 2022, which limited its ability to track and report affirmative action historic data. OEM will develop tools and resources to aid in monitoring and targeting the long-term Affirmative Action goals of hiring and retaining women, minorities and disabled individuals. This data will be used to perform periodic trend analysis to inform the measurement of outcomes.

This report is submitted to establish OEM's current Affirmative Action status as well as goals and initiatives for the remainder of the 2023-2025 biennium and into the future.

HB 2927 of the 2021 Legislative session set forth the separation of the Oregon Office of Emergency Management from the Oregon Military Department. OEM was established as an independent agency on July 1, 2022. As such, OEM is uniquely positioned to create the department's first Agency Request Budget (ARB) and Affirmative Action Report. The following Affirmative Action statistics are foundational for the agency and will drive its intentional efforts to ensure equitable hiring practices to attract and retain a diverse workforce.

As of June 30, 2023, OEM had a total of 91 employees. There were 9 supervisors and 2 of those supervisors were Hispanic or Latino. 12.1% of OEM's employees reported they were from a community of color. These employees were employed in the administrative support category, officials and administrators category, and professionals category.

As of June 30, 2024, OEM had a total of 109 employees. There were 12 supervisors and 1 of those supervisors was Hispanic or Latino, 1 was two or more races, and 2 did not wish to answer. 11% of OEM's employees reported they were from a community of color, so there was a slight decrease in the percentage that was reported as of June 30, 2023, but the number of OEM's employee count increased. These employees were employed in the administrative support category, officials and administrators category, and professionals category. Additional information about the agency's employee demographics is in Appendix B – Workforce Demographics Data.

Emergency management has traditionally been dominated by white men, following a typical progression from military or law enforcement officer, firefighter or fire chief to emergency

manager. This is beginning to change, and change is critical for the profession to truly serve communities affected by the trend of more frequent and intense disasters. The above statistics indicate the department exceeds the national average of women working in emergency management and is gender inclusive. However, OEM acknowledges the agency has a tremendous amount of work to do to become a more diverse, inclusive and equitable workplace.

OEM currently has multiple positions designed to assist in meeting the agency's goals of a more diverse and inclusive workforce and to reduce barriers to employment faced by protected classes and those under-represented. These positions include a full-time, dedicated Tribal Liaison and an Inclusion, Diversity, Equity and Access (IDEA) Coordinator.

Within two months of the department's creation, OEM joined Partners in Diversity (PiD) – an organization whose mission is to create a competitive advantage in Oregon and southwest Washington by attracting, retaining and developing diversity influencers and professionals of Color. PiD works with employers to address critical needs for achieving and empowering a workforce that reflects the rapidly changing demographics of the Pacific Northwest. By maintaining agency membership and sharing new positions in PiD, OEM is expanding opportunities for historically marginalized communities to enter the field of emergency management.

OEM also solicited Request for Proposals (RFPs) and contracted with a Black, woman-owned vendor to conduct an overall equity assessment of the agency to ensure inclusivity, equity, diversity and accessibility are integral components of all department operations, policies, practices and programs.

Additionally, the vendor will assist with defining agency goals related to workplace diversity and the development of a diversity recruitment and retention plan. Finally, the vendor will guide the development and implementation of a staff inclusion, diversity, equity and accessibility engagement and training plan.

OEM acknowledges that, as a state agency, we must do more to dismantle systemic racism and injustice across the state. We are committed to creating a culture rooted in equity throughout every aspect of our department through intentional, strategic investments and forward-thinking policy solutions. These efforts will provide new career pathways for historically underserved and underrepresented communities that have long faced systemic and institutional oppression. Our approach will include equitable and inclusive recruitment, retention, planning, and training initiatives, toward the goal of ensuring our workforce reflects the diverse communities we serve.

Leadership Evaluation

OEM supports ORS 659A.012, which requires agencies to achieve the goals related to public policy of the state for persons in Oregon 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 new employees to the unique culture in which we reside. Leadership recognizes that while most people quit their jobs specifically because of issues 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 will be working to develop training and empower them with the skills necessary to grow and nurture a diverse team. Our new employee onboarding strategy offers initial training 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 have 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 DAS. 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.

Workforce Demographic Data and Analysis

Key Findings and Analysis:

- Key Finding 1: The top 4 communities of color represented at OEM as of June 30, 2023, were Hispanic or Latino (6 employees), American Indian or Alaska Native (1 employee), Black or African American (1 employee), and Asian (1 employee). The top 3 communities of color represented at OEM as of June 30, 2024, were Hispanic or Latino (6 employees), American Indian or Alaska Native (1 employee), and Asian (1 employee).
- Key Finding 2: Hawaiian or Other Pacific Islanders are underrepresented at OEM since they make up 0% of the workforce.
- Key Finding 3: As of June 30, 2023, OEM employed 46 males and 45 females. As of June 30, 2024, OEM employed 52 males and 57 females, so females were the predominant gender identity making up OEM's workforce.
- As of June 30, 2023, OEM had a total of 91 employees. As of June 30, 2024, OEM had a total of 109 employees. Demographics data for 2023 did not need to be reported per the Equal Employment Opportunity Commission (EEOC). The EEOC requires State and Local Governments with 100 or more employees to report demographic workforce data tables.

- Additional information about the agency's employee demographics is in Appendix B – Workforce Demographics Data.

Affirmative Action Plan for 2025 – 2027

The agency's Affirmative Action Plan (AAP) provides an essential blueprint for OEM to better serve the whole community, because it ensures that the agency reflects the diversity of the populations it serves. By fostering an inclusive workforce and removing barriers to equal opportunity, the AAP helps ensure that our operations and services are culturally responsive and accessible to the whole community, including communities that are historically underserved or marginalized.

The agency's IDEA Plan aligns with and supports the Affirmative Action Plan by fostering an organizational culture that prioritizes inclusion, diversity, equity and accessibility. Whereas the AAP's focus is standardizing affirmative action goals across our recruitment retention practices, the IDEA plan aims to embed these principles in all sections of the agency. The IDEA plan also supports a less quantifiable, but equally critical, agencywide cultural shift toward inclusion, diversity, equity and accessibility, with the ultimate outcome of enabling OEM to meet its affirmative action goals.

This Plan includes:

- A summary and analysis of the representation of the following protected classes of the state workforce: gender, race, color, age (generation), reported disability and veteran's status.
- A presentation of affirmative action strategies and goals for the 2025-2027 biennium.

2025-2027 Goals, Objectives and Measurable Outcomes
Goals and Strategies Overview

Number	Strategy	Status
Goal 1: Implement Diversity and inclusion metrics		
1.1	Engage and partner with executive leadership to monitor and act on diversity and inclusion metrics.	Needs to be formally implemented in 2024 - 2025
1.2	Engage with employees regarding diversity and inclusion metrics.	Needs to be formally implemented in 2024 - 2025
Goal 2: Increase recruitment and representation of diverse employees		
2.1	Circulate job postings through community-based organizations and nonprofit networks.	Underway in recruitment processes
2.2	Develop a leadership profile that reflects the State of Oregon workforce.	Needs to be formally implemented in 2024 – 2025
2.3	Enhance efforts to retain diverse employees.	Needs to be formally implemented in 2024 – 2025
Goal 3: Improve the culture of inclusion.		
3.1	Model and demonstrate inclusion.	Needs to be formally implemented in 2024 – 2025
3.2	Measure the current culture of inclusion.	In progress (agency-wide IDEA survey data forthcoming)

Goal 1: Implement diversity and inclusion metrics

STRATEGY 1: Engage and partner with executive leadership to monitor and act on diversity and inclusion metrics.		
Action	**How is it measured**	**Who is responsible**
Establish revised baseline metrics	Number of baseline metrics by June 30, 2025	AAR, Executive Leadership, Performance Management OPA4
Establish revised goals based on baseline metrics	Percentage of baseline metrics with an associated goal by June 30, 2025	AAR, Executive Leadership, Performance Management OPA4
Meet quarterly to measure progress toward revised goals	Percentage of quarterly meetings executed through June 30, 2027	Executive Leadership, IDEA Coordinator, Performance Management OPA 4

STRATEGY 2: Engage with employees regarding diversity and inclusion metrics.		
Action	**How is it measured**	**Who is responsible**
Inform employees of changes to strategies toward goals	Number of informed changes to strategies toward meeting metric goals within two months of a change	AAR
Solicit feedback from employees on progress toward goals at least quarterly	Number of solicitation opportunities offered each quarter	AAR
Share Affirmative Action plan for comment from employees at least annually	Number of opportunities for employees to offer feedback	AAR, Supervisors and Managers

Goal 2: Apply an equity lens to agency recruitment and retention

Strategy 1: Review recruitment at OEM.		
Action	**How is it measured**	**Who is responsible**
Review all job postings for racial bias and gender-bias language	% of job posting found to contain racial and gender bias language	Hiring Managers and HR
Create outreach plans to engage and educate communities throughout the state regarding employment opportunities	% of applicants from geographically diverse areas	AAR, Hiring Managers and HR
Create a recruitment process that promotes fairness and equity and eliminates unconscious bias	% of offers to women, people of color, veterans and people with disabilities	Hiring Managers and HR

STRATEGY 2: Increase diversity of recruitment from attraction to employment.		
Action	**How is it measured**	**Who is responsible**
Assess recruitment processes for how diverse individuals move through the recruitment lifecycle	% of women, people of color and people with a disability at each stage of recruitment lifecycle	AAR, Hiring Managers and HR
Increase engagement with diverse populations	% increase in engagement of populations with notable social vulnerability index or identified underserved populations	AAR, Hiring Managers and HR
Develop diverse interview panels	% of interview panels comprised of women, people of color and people with a disability	AAR, Hiring Managers and HR

STRATEGY 3: Apply an equity lens to employee retention efforts.		
Action	**How is it measured**	**Who is responsible**
Begin planning for mentorship program to support equitable employee retention and advancement	Convene a working group to develop a mentorship program plan	IDEA Coordinator and AAR
Assess current turnover of diverse employees with an equity lens	% of women, people of color and people with a disability leaving OEM annually	AAR and HR
Conduct exit interviews with an equity lens	# of exit interviews conducted that include questions about agency culture of inclusion	AAR and HR
Implement recommendations and findings	% of recommendations and findings implemented	AAR and HR

STRATEGY 4: Develop a leadership profile reflective of the State of Oregon workforce.		
Action	**How is it measured**	**Who is responsible**
Assess current OEM leadership profile	% of women, people of color, and people with a disability in middle level and upper-level management	AAR and HR
Assess where leadership profile is recruited from	Perform middle level and upper-level management DEI profile (e.g. internal vs. external hires, former military, education, promotion from within)	AAR and HR
Establish diversity in leadership	% of women, people of color and people with a disability in middle level and upper-level management	Executive Leadership
Recruit from more diverse communities	% increase in number of unique applicants on recruitment list for middle and upper management postings	AAR, Hiring Managers and HR

Goal 3: Improve the culture of inclusion.

STRATEGY 1: Model and demonstrate inclusion.		
Action	**How is it measured**	**Who is responsible**
Respond efficiently and effectively when inclusion policies are violated	% of diversity and inclusion policy complaints	HR
Mandated DEI training	% of eligible employees completing DEI training	IDEA Coordinator, Executive Leadership
Demonstrate inclusion at public events	# of events that include ASL, language interpretation	IDEA Coordinator, AAR and Executive Leadership

STRATEGY 2: Measure the current culture of inclusion		
Action	**How is it measured**	**Who is responsible**
Develop a measure of the current culture of inclusion	Develop survey	AAR, Strategic Planner
Deploy the measure of inclusion to OEM employees	% of OEM employees completing the survey	AAR, Strategic Planner
Report on the measure of inclusion	DEI dashboard	AAR, Strategic Planner
Integrate findings into next Affirmative Action Plan	AAP findings and results	AAR, Strategic Planner

Recruitment

OEM supports our Affirmative Action Plan by reaching out to the broadest, most diverse possible labor market when recruiting for positions.

Types of Recruitments:
To promote a diverse applicant pool, job vacancy recruitments are generally conducted on an open competitive basis. The agency attracts applicants from inside and outside the state system.

Position Descriptions:
Position Descriptions include standards for reflecting sensitivity and respect for diverse cultures, and performance appraisals include performance requirements in promoting and fostering a diverse and discrimination/harassment-free workplace.

Interview Panels:
Hiring managers will make every reasonable effort to ensure that interview panels are diverse. To promote neutrality in the selection of supervisory, management and executive service positions, the panel should include at least one member from outside the functional unit or the division.

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 and 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

The agency wants to retain its talent and it seeks to better understand how to retain employees while also ensuring the agency follows its Affirmative Action plan and its inclusion, diversity, equity, and access goals and commitments. OEM will develop policies, procedures and processes to administer a robust methodology for exiting employees. This methodology will have a keen focus on a culture of inclusivity and accommodation. Furthermore, employee satisfaction measures will offer opportunities to identify and address inequities to retain a diverse workforce.

Employee Engagement

Incorporating an IDEA lens into employee engagement offers the dual benefit of fostering a more diverse and inclusive workplace while also enhancing overall employee engagement. By intentionally embedding IDEA principles into every aspect of employee interaction—from recruitment and onboarding to professional development and retention—OEM not only attracts a wider range of perspectives but also builds an environment where all employees feel valued and supported. This inclusive culture strengthens employee morale, promotes collaboration, and encourages a sense of belonging, which are critical drivers of engagement. Ultimately, employees who feel respected, heard, and empowered are more likely to contribute meaningfully to the agency's mission, leading to a more motivated and cohesive workforce.

Employee Surveys

OEM will continue to encourage state employees to use state equipment to complete their exit

interview survey prior to their departure from the agency.

Complaint Options

Complaints concerning discrimination or Equal Employment Opportunities (EEO) can be filed with OEM's Affirmative Action Representative, Marsha Barton via email at marsha.a.barton@oem.oregon.gov or OEM's HR Manager, Ewa Vicars via email at ewa.k.vicars@oem.oregon.gov. Marsha can also be reached via phone at 503-569-2976 and Ewa can be reached via phone at 971-239-8065. The complainant will be investigated, and the complainant will be notified once the investigation has concluded.

American Federation of State, County and Municipal Employees (AFSCME) Council 75 employees may file a complaint within 30 days of the date of the occurrence per Article 6 of their Collective Bargaining Agreement. A meeting with the complainant will be held within 15 calendar days of the receipt of the complaint. If the complaint is not resolved at the agency level, the employee may submit a complaint to the Oregon Bureau of Labor & Industries' (BOLI) Civil Rights Division, or the U.S. Equal Employment Opportunity Commission (EEOC).

Employees also have other complaint reporting options. Employees may file formal complaints with the Oregon Bureau of Labor & Industries' (BOLI) Civil Rights Division at BOLI Complaint, the U.S. Equal Employment Opportunity Commission (EEOC) at EEOC Complaint, or if applicable, the U.S. Department of Labor (USDOL) Civil Rights Center at U.S. DOL Complaint. Formal complaints submitted to these agencies will be processed in accordance with the respective agency's procedures.

Succession Plan

OEM has established a succession plan, and it went in to effect on December 12, 2024.

Contracting

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. OEM will establish policy, procedures and processes to monitor, track and report equity in contracting elements beginning in January of 2025.

OEM is integrating into OregonBuys to ensure that appropriate tracking and reporting of COBID vendor participation can be accomplished. In addition, the implementation of a full procurement staff and OregonBuys will assist in ensuring that appropriate procurement and contracting steps are followed in every transaction to support the appropriated consideration and inclusion of COBID vendors.

Appendix A - Agency, State, and Federal Documentation

State Policy Documentation:

- ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)
- Discrimination and Harassment Free Workplace (Statewide Policy 50.010.01)
- Statewide Workforce Learning and Development Statewide Workforce Learning and Development (Statewide Policy 10.040.01)
- Veteran's Preference in Employment (105.040.0015)
- Equal Opportunity and Affirmative Action Rule (105.040.0001)
- Executive Order 22-11
- Oregon Liquor and Cannabis Commission (OLCC) and American Federation of State, County, and Municipal Employees (AFSCME) Collective Bargaining Agreement

Federal Documentation:

- 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 and 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
- Agency-Specific Federal Reporting Requirements
- Executive Order 11246 (OFCCP Regulations)

Appendix B - Workforce Demographic Data

Race/Ethnicity	No		Yes		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	1	0.0%	0	1.1%	1
Asian (United States of America)	1.2%	1	0.0%	0	1.1%	1
Black or African American (United States of America)	1.2%	1	0.0%	0	1.1%	1
Hispanic or Latino (United States of America)	4.9%	4	22.2%	2	6.6%	6
I do not wish to answer. (United States of America)	1.2%	1	0.0%	0	1.1%	1
Two or More Races (United States of America)	2.4%	2	0.0%	0	2.2%	2
White (United States of America)	87.8%	72	77.8%	7	86.8%	79
Total	100.0%	82	100.0%	9	100.0%	91

Race/Ethnicity	No		Yes		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.0%	1	0.0%	0	0.9%	1
Asian (United States of America)	1.0%	1	0.0%	0	0.9%	1
Hispanic or Latino (United States of America)	5.2%	5	8.3%	1	5.5%	6
I do not wish to answer. (United States of America)	2.1%	2	16.7%	2	3.7%	4
Two or More Races (United States of America)	3.1%	3	8.3%	1	3.7%	4
White (United States of America)	87.6%	85	66.7%	8	85.3%	93
Total	100.0%	97	100.0%	12	100.0%	109

	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	0.0%	0	1.4%	1	1.1%	1
Asian (United States of America)	0.0%	0	0.0%	0	1.4%	1	1.1%	1
Black or African American (United States of America)	0.0%	0	0.0%	0	1.4%	1	1.1%	1
Hispanic or Latino (United States of America)	9.1%	1	22.2%	2	4.2%	3	6.6%	6
I do not wish to answer. (United States of America)	0.0%	0	0.0%	0	1.4%	1	1.1%	1
Two or More Races (United States of America)	0.0%	0	0.0%	0	2.8%	2	2.2%	2
White (United States of America)	90.9%	10	77.8%	7	87.3%	62	86.8%	79
Total	100.0%	11	100.0%	9	100.0%	71	100.0%	91

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	0.0%	0	1.1%	1	0.9%	1
Asian (United States of America)	0.0%	0	0.0%	0	1.1%	1	0.9%	1
Hispanic or Latino (United States of America)	0.0%	0	8.3%	1	5.7%	5	5.5%	6
I do not wish to answer. (United States of America)	0.0%	0	16.7%	2	2.3%	2	3.7%	4
Two or More Races (United States of America)	0.0%	0	8.3%	1	3.4%	3	3.7%	4
White (United States of America)	100.0%	9	66.7%	8	86.4%	76	85.3%	93
Total	100.0%	9	100.0%	12	100.0%	88	100.0%	109

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	0.0%	0	0.0%	0	2.6%	1	1.1%	1
Asian (United States of America)	0.0%	0	0.0%	0	0.0%	0	2.6%	1	1.1%	1
Black or African American (United States of America)	0.0%	0	0.0%	0	0.0%	0	2.6%	1	1.1%	1
Hispanic or Latino (United States of America)	0.0%	0	5.7%	2	0.0%	0	10.3%	4	6.6%	6
I do not wish to answer. (United States of America)	0.0%	0	2.9%	1	0.0%	0	0.0%	0	1.1%	1
Two or More Races (United States of America)	15.4%	2	0.0%	0	0.0%	0	0.0%	0	2.2%	2
White (United States of America)	84.6%	11	91.4%	32	100.0%	4	82.1%	32	86.8%	79
Total	100.0%	13	100.0%	35	100.0%	4	100.0%	39	100.0%	91

27

June 30, 2024 Age (Generation)	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	5.9%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1
Asian (United States of America)	0.0%	0	0.0%	0	0.0%	0	2.2%	1	0.9%	1
Hispanic or Latino (United States of America)	0.0%	0	4.8%	2	0.0%	0	8.7%	4	5.5%	6
I do not wish to answer. (United States of America)	0.0%	0	9.5%	4	0.0%	0	0.0%	0	3.7%	4
Two or More Races (United States of America)	11.8%	2	4.8%	2	0.0%	0	0.0%	0	3.7%	4
White (United States of America)	82.4%	14	81.0%	34	100.0%	4	89.1%	41	85.3%	93
Total	100.0%	17	100.0%	42	100.0%	4	100.0%	46	100.0%	109

Race/Ethnicity	Female		Male		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	2.2%	1	0.0%	0	1.1%	1
Asian (United States of America)	2.2%	1	0.0%	0	1.1%	1
Black or African American (United States of America)	0.0%	0	2.2%	1	1.1%	1
Hispanic or Latino (United States of America)	4.4%	2	8.7%	4	6.6%	6
I do not wish to answer. (United States of America)	0.0%	0	2.2%	1	1.1%	1
Two or More Races (United States of America)	0.0%	0	4.3%	2	2.2%	2
White (United States of America)	91.1%	41	82.6%	38	86.8%	79
Total	100.0%	45	100.0%	46	100.0%	91

June 30, 2024 Gender

	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.8%	1	0.0%	0	0.9%	1
Asian (United States of America)	0.0%	0	1.9%	1	0.9%	1
Hispanic or Latino (United States of America)	3.5%	2	7.7%	4	5.5%	6
I do not wish to answer. (United States of America)	1.8%	1	5.8%	3	3.7%	4
Two or More Races (United States of America)	1.8%	1	5.8%	3	3.7%	4
White (United States of America)	91.2%	52	78.8%	41	85.3%	93
Total	100.0%	57	100.0%	52	100.0%	109

Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.1%	1	0.0%	0	1.1%	1
Asian (United States of America)	1.1%	1	0.0%	0	1.1%	1
Black or African American (United States of America)	1.1%	1	0.0%	0	1.1%	1
Hispanic or Latino (United States of America)	6.9%	6	0.0%	0	6.6%	6
I do not wish to answer. (United States of America)	1.1%	1	0.0%	0	1.1%	1
Two or More Races (United States of America)	1.1%	1	25.0%	1	2.2%	2
White (United States of America)	87.4%	76	75.0%	3	86.8%	79
Total	100.0%	87	100.0%	4	100.0%	91

Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.0%	1	0.0%	0	0.9%	1
Asian (United States of America)	1.0%	1	0.0%	0	0.9%	1
Hispanic or Latino (United States of America)	5.8%	6	0.0%	0	5.5%	6
I do not wish to answer. (United States of America)	3.8%	4	0.0%	0	3.7%	4
Two or More Races (United States of America)	2.9%	3	20.0%	1	3.7%	4
White (United States of America)	85.6%	89	80.0%	4	85.3%	93
Total	100.0%	104	100.0%	5	100.0%	109

June 30, 2023 Veterans

Race/Ethnicity	Not a Veteran		Veteran		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.4%	1	0.0%	0	1.1%	1
Asian (United States of America)	1.4%	1	0.0%	0	1.1%	1
Black or African American (United States of America)	1.4%	1	0.0%	0	1.1%	1
Hispanic or Latino (United States of America)	5.6%	4	10.5%	2	6.6%	6
I do not wish to answer. (United States of America)	0.0%	0	5.3%	1	1.1%	1
Two or More Races (United States of America)	0.0%	0	10.5%	2	2.2%	2
White (United States of America)	90.3%	65	73.7%	14	86.8%	79
Total	100.0%	72	100.0%	19	100.0%	91

June 30, 2024 Veterans

Race/Ethnicity	Not a Veteran		Veteran		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.1%	1	0.0%	0	0.9%	1
Asian (United States of America)	1.1%	1	0.0%	0	0.9%	1
Hispanic or Latino (United States of America)	5.5%	5	5.6%	1	5.5%	6
I do not wish to answer. (United States of America)	3.3%	3	5.6%	1	3.7%	4
Two or More Races (United States of America)	2.2%	2	11.1%	2	3.7%	4
White (United States of America)	86.8%	79	77.8%	14	85.3%	93
Total	100.0%	91	100.0%	18	100.0%	109

Race/Ethnicity	Count	
White (United States of America)	7	
Asian (United States of America)	1	
Total	8	

Race/Ethnicity	Count	
White (United States of America)	8	
I do not wish to answer. (United States of America)	1	
Total	9	

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Professionals		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	7.1%	1	5.9%	1
Asian (United States of America)	0.0%	0	7.1%	1	5.9%	1
Hispanic or Latino (United States of America)	0.0%	0	7.1%	1	5.9%	1
White (United States of America)	100.0%	3	78.6%	11	82.4%	14
Total	100.0%	3	100.0%	14	100.0%	17

July 1, 2023 - June 30, 2024 New Hires Job Category								
	Administrative Support (Including Clerical Sales)		**Officials and Administrators**		**Professionals**		**Total**	
Race/Ethnicity	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
American Indian or Alaska Native (United States of America)	0.0%	0	0.0%	0	12.5%	1	8.3%	1
Hispanic or Latino (United States of America)	0.0%	0	0.0%	0	12.5%	1	8.3%	1
Two or More Races (United States of America)	0.0%	0	50.0%	1	12.5%	1	16.7%	2
White (United States of America)	100.0%	2	50.0%	1	62.5%	5	66.7%	8
Total	100.0%	2	100.0%	2	100.0%	8	100.0%	12

Race/Ethnicity	Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		(Blank)		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	0.0%	0	10.0%	1	0.0%	0	5.9%	1
Asian (United States of America)	0.0%	0	0.0%	0	0.0%	0	100.0%	1	5.9%	1
Hispanic or Latino (United States of America)	25.0%	1	0.0%	0	0.0%	0	0.0%	0	5.9%	1
White (United States of America)	75.0%	3	100.0%	2	90.0%	9	0.0%	0	82.4%	14
Total	100.0%	4	100.0%	2	100.0%	10	100.0%	1	100.0%	17

July 1, 2023 - June 30, 2024 New Hires Age (Generation)										
	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	33.3%	1	0.0%	0	0.0%	0	0.0%	0	8.3%	1
Hispanic or Latino (United States of America)	0.0%	0	0.0%	0	0.0%	0	25.0%	1	8.3%	1
Two or More Races (United States of America)	0.0%	0	50.0%	2	0.0%	0	0.0%	0	16.7%	2
White (United States of America)	66.7%	2	50.0%	2	100.0%	1	75.0%	3	66.7%	8
Total	100.0%	3	100.0%	4	100.0%	1	100.0%	4	100.0%	12

Race/Ethnicity	Female		Male		(Blank)		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	14.3%	1	0.0%	0	0.0%	0	5.9%	1
Asian (United States of America)	0.0%	0	0.0%	0	100.0%	1	5.9%	1
Hispanic or Latino (United States of America)	0.0%	0	11.1%	1	0.0%	0	5.9%	1
White (United States of America)	85.7%	6	88.9%	8	0.0%	0	82.4%	14
Total	100.0%	7	100.0%	9	100.0%	1	100.0%	17

July 1, 2023 - June 30, 2024 New Hires Gender

Race/Ethnicity	Female		Male		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	20.0%	1	0.0%	0	8.3%	1
Hispanic or Latino (United States of America)	20.0%	1	0.0%	0	8.3%	1
Two or More Races (United States of America)	20.0%	1	14.3%	1	16.7%	2
White (United States of America)	40.0%	2	85.7%	6	66.7%	8
Total	100.0%	5	100.0%	7	100.0%	12

July 1, 2022 - June 30, 2023 New Hires Disability				
	No		**Total**	
Race/Ethnicity	**Percent**	**Number**	**Percent**	**Number**
American Indian or Alaska Native (United States of America)	5.9%	1	5.9%	1
Asian (United States of America)	5.9%	1	5.9%	1
Hispanic or Latino (United States of America)	5.9%	1	5.9%	1
White (United States of America)	82.4%	14	82.4%	14
Total	100.0%	17	100.0%	17

July 1, 2023 - June 30, 2024 New Hires Disability				
	No		**Total**	
Race/Ethnicity	**Percent**	**Number**	**Percent**	**Number**
American Indian or Alaska Native (United States of America)	8.3%	1	8.3%	1
Hispanic or Latino (United States of America)	8.3%	1	8.3%	1
Two or More Races (United States of America)	16.7%	2	16.7%	2
White (United States of America)	66.7%	8	66.7%	8
Total	100.0%	12	100.0%	12

	Not a Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	5.9%	1	5.9%	1
Asian (United States of America)	5.9%	1	5.9%	1
Hispanic or Latino (United States of America)	5.9%	1	5.9%	1
White (United States of America)	82.4%	14	82.4%	14
Total	100.0%	17	100.0%	17

July 1, 2023 - June 30, 2024 New Hires Veterans

	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	9.1%	1	0.0%	0	8.3%	1
Hispanic or Latino (United States of America)	9.1%	1	0.0%	0	8.3%	1
Two or More Races (United States of America)	18.2%	2	0.0%	0	16.7%	2
White (United States of America)	63.6%	7	100.0%	1	66.7%	8
Total	100.0%	11	100.0%	1	100.0%	12