

# 2025 Workforce and Succession Plan



10/1/2025

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# Assessment

## Mission

It is [the mission of the Oregon Department of Emergency Management](#) to lead 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.

## Vision

Our vision is an established, equitable culture of preparedness that empowers Oregonians to thrive in times of crisis.

## Values

**We embrace five core values:**

1. **Advocacy** - We value the perspectives of our team, our partners and those we serve, and 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 ability to serve.
4. **Leadership** - We value opportunities to lead our emergency management and 9-1-1 communities with integrity, respect, courage and accountability, and to foster the development of leaders within our organization.
5. **Service** – We value our partners and others we serve and strive to deliver excellence in all that we do.

## Equity Vision Statement

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. Agency operations must be informed by the lived experiences and knowledge of historically and presently marginalized and underserved communities. Systemic inequities have limited these communities' ability to fully and equitably participate in the development and implementation of resilience-building activities. OEM's vision for emergency management is grounded in a whole-community approach that intentionally elevates lived experience and community knowledge, strengthening collective preparedness and resilience across Oregon.

## Changes

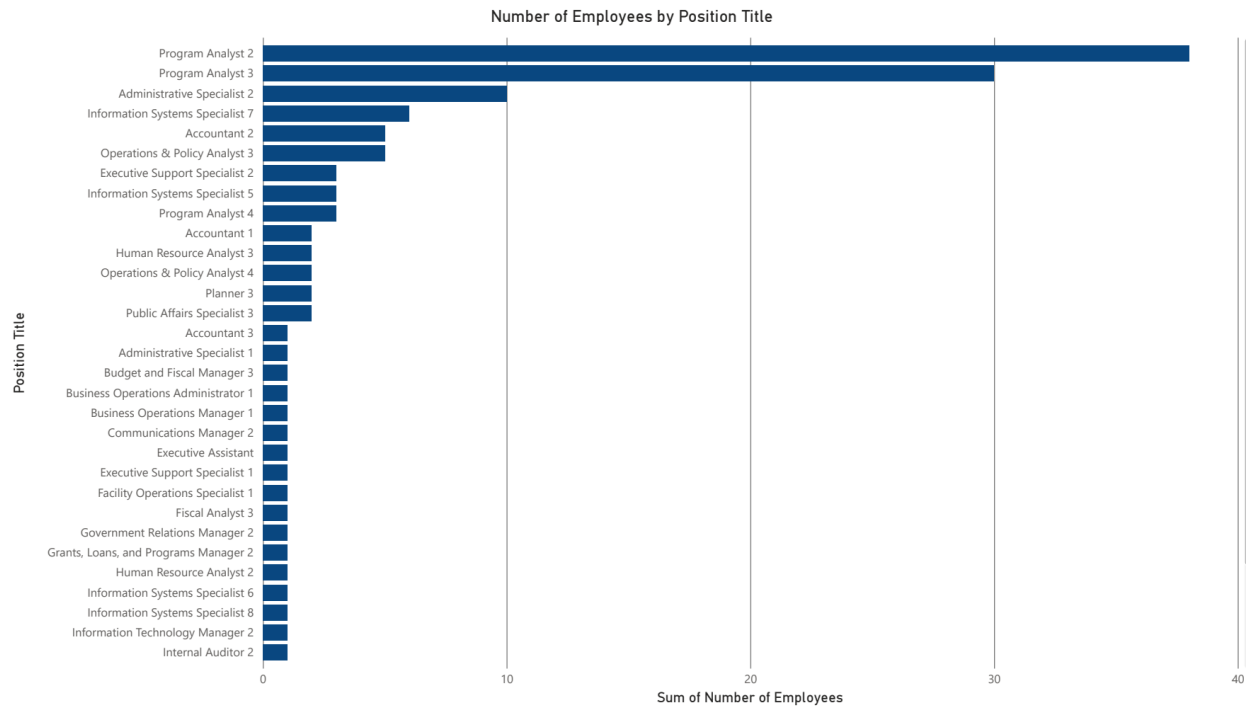
As OEM grows as an agency it is important to re-evaluate our mission, vision, and values to ensure they align with who we are and those we serve. To that end, OEM is planning a workshop at the winter Leadership Retreat, where members of management and the executive leadership teams will review our current Mission, Vision and Values to propose potential additions or revisions to better reflect the work we do.

# Workforce Planning

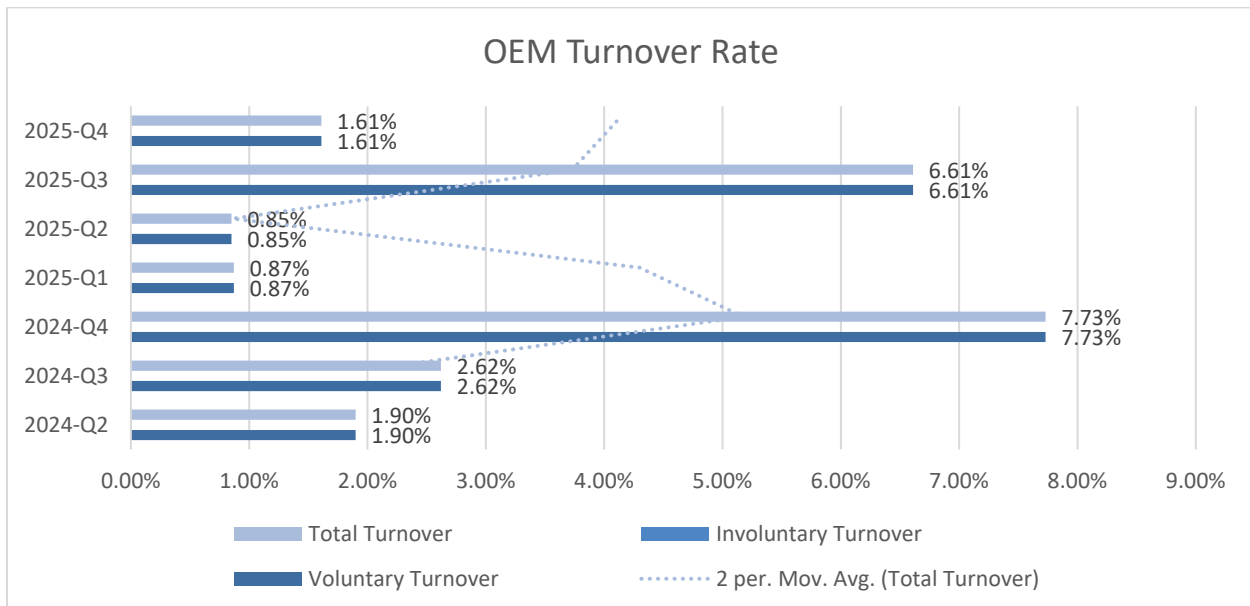
## Overview | Workforce Planning

One of OEM’s key strategies revolves around readiness and strives to cultivate and retain a skilled workforce scalable to respond to blue-sky and grey-sky days effectively and efficiently.

### Current Workforce by Classification



## Turnover Rate



Turnover by Position	Termination Count Divided by Headcount
Program Analyst 3 – SR29 – Non-Exempt	40.6%
Program Analyst 2 – SR27 – Non-Exempt	9.9%
Office Specialist 2 – SR15 – Non-Exempt	26.7%
Administrative Specialist 1 – SR17 – Non-Exempt	66.7%
Administrative Specialist 2 – SR20 – Non-Exempt	16.7%
Business Operations Administrator 1 – SR38 – Exempt	66.7%
Fiscal Analyst 3 – SR30 – Exempt	200.0%
Grants, Loans, and Programs Manager 1 – SR31 – Exempt	200.0%
Operations & Policy Analyst 4 – SR32 – Exempt	40.0%
Procurement & Contract Specialist 2 – SR27 – Non-Exempt	40.0%
Accountant 2 – SR27 – Exempt	40.0%
Accountant 1 – SR23 – Non-Exempt	25.0%
Information Systems Specialist 6 – SR29 – Exempt	200.0%

## Current Staffing Needs | Vacancies

Job Classification	Vacancies
Accountant 1 (SR23)	1
Administrative Specialist 2 (SR20)	1
Criminal Justice/Emergency Communications Specialist - SR20	6
Office Specialist 2 (SR15)	1
Program Analyst 2 (SR27)	3
Program Analyst 3 (SR29)	3
Accountant 1 (SR23)	1
Administrative Specialist 2 (SR20)	1
<b>TOTAL</b>	<b>15</b>

## Future Staffing Needs | Anticipated Needs

OEM is currently anticipating a staffing need in the Oregon Emergency Response System program. This program is new to OEM and establishes a 24/7/365 emergency response function to act as the primary point of contact for public agencies to notify the state of an emergency or disaster, or to request state and federal resources. Seven positions have been allocated by the 2025-27 legislative process, OEM anticipates a need for between 3 and 5 additional positions to ensure adequate staffing, allow for staff attrition, training, and expected vacancies, while ensuring a robust "all-hazards" system that is capable of responding to natural disasters including floods, wildfires, earthquakes, search and rescue missions, and human-made incidents such as terrorist attacks.

## Talent Gaps | Current and Future

With the dramatically changing landscape of federal emergency management grants it is possible the structure of grants may shift from programmatic grant administration to a block grant model. This would require reskilling of existing grant program analysts and potentially require recruitment of LD, temp or contractors to fill gaps in specialized areas previously addressed by the Federal Emergency Management Agency. OEM has convened a workgroup to evaluate organizational change required to support a new grant structure and make recommendations for an organizational change management strategy.

Additionally, two newly identified highly critical positions are currently eligible to retire or approaching retirement eligibility. OEM is highly reliant on the historical knowledge and expertise of these positions, and the loss of these employees would be a challenge for agency operations. The specialized skills and certifications required for these positions would make direct recruitment challenging. Throughout this succession planning cycle OEM will focus on documenting procedures and guidance as well as identifying successors for each of these positions.

## 2026 Retirement Eligibility | One Year Forecast

Position	Eligible to Retire Now
Program Analyst 3 - SR29 - Non Exempt	X
Program Analyst 4 - SR31 – Exempt	X
Budget and Fiscal Manager 3 - SR35 - Exempt	X

Program Analyst 2 - SR27 - Non Exempt	X
Program Analyst 2 - SR27 - Non Exempt	
Grants, Loans, and Programs Manager 2 - SR33 - Exempt	X
Program Analyst 3 - SR29 - Non Exempt	X
Program Analyst 2 - SR27 - Non Exempt	X
Operations & Policy Analyst 3 - SR30 - Exempt	X
Information Systems Specialist 7 - SR31 - Exempt	X
Information Systems Specialist 8 - SR33 - Exempt	X
Program Analyst 2 - SR27 - Non Exempt	X

## Challenges | Workforce Planning

What plans does your agency have in place over the next twelve months to address these challenges/gaps and what additional resources do you need to accomplish these goals?

### *Challenge: Create Bench Depth for Retirement Eligible Highly Critical Positions*

- Goal:** Identify successors and create development plan
- Additional Resources:** Position descriptions and guidance documents.
- Potential Partners:** State EMAs, OSSA, SARAC.
- Target completion date:** October 2026.
- Contingencies (if any):** Potential staffing/funding changes, emergency declarations.

### *Challenge: Identify Statutory Authority and Create Emergency Delegations*

- Goal:** Identify statutory authority for each highly critical position and create emergency ready delegations of authority.
- Additional Resources:** ORS 401
- Potential Partners:** DAS, OEM Policy Coordinator, DOJ.
- Target completion date:** October 2026.
- Contingencies (if any):** Potential staffing/funding changes, emergency declarations.

### *Challenge: Fully Staff and Train Oregon Emergency Response System Watch Desk*

- Goal:** Recruit and train qualified staff.
- Additional Resources:** Position descriptions and guidance documents.
- Potential Partners:** PSAPs, OSP, OEM Training Section.
- Target completion date:** July 2026.
- Contingencies (if any):** Potential staffing/funding changes, emergency declarations.

### *Challenge: Track Core Competencies for a Skilled Workforce*

- Goal:** Implement Learning Management System to track and report core competencies.
- Additional Resources:** IAA.
- Potential Partners:** DPSST, OEM Training Section, DOJ.
- Target completion date:** July 2026.
- Contingencies (if any):** Potential staffing/funding changes, emergency declarations.

Next, what plans does your agency have in place over the next twelve to twenty-four months to address these challenges/gaps and what additional resources do you need to accomplish these goals?

**Challenge: Historical and Institutional Knowledge**

- a. **Goal:** Migrate historical and institutional knowledge to formally documented policies, procedures and training materials.
- b. **Additional Resources:**
- c. **Potential Partners:**
- d. **Target completion date:** December 2027.
- e. **Contingencies:** Potential staffing/funding changes, hiring freeze, emergency activations.

**Challenge: Benchdepth**

- a. **Goal:** Ensure all critical positions have at least one trained and qualified counterpart.
- b. **Additional Resources:** OEM training, Workday training.
- c. **Potential Partners:** DAS CHRO, Workday.
- d. **Target completion date:** December 2027.
- e. **Contingencies:** Potential staffing/funding changes.

## Succession Planning

### Succession Plan 2025 | Review Previous Plan Year to Current

Summary of gains made from previous succession plan.

Position(s) Identified in 2024	2024 Status (critical, highly critical)	2025 Status (non-critical, critical, highly critical)	Reason Provide brief narrative of why status changed or stayed the same
<b>Director</b>	Highly Critical	Highly Critical	Historically, recruitment for this position is challenging and lengthy. It also requires a very specialized skill set with ability to obtain federal security clearance.
<b>Deputy Director</b>	Highly Critical	Highly Critical	Historically, recruitment for this position is challenging and lengthy. It also requires the specialized knowledge and skill to assume responsibilities and authority of the Director.
<b>Business Services and Compliance Director (Formerly Business Administration and Compliance Director)</b>	Highly Critical	Highly Critical	Historically, recruitment for this position is challenging and lengthy. It also requires the specialized knowledge and skill to assume responsibilities and authority of the Director and/or Deputy Director

<b>Chief Financial Officer</b>	Highly Critical	Non-Critical	In the event of an unplanned vacancy the responsibilities would be assumed by the Business Services Director and Compliance.
<b>Director of Response and Recovery (Formerly Response Section Manager)</b>	Critical	Highly Critical	OEM conducted an orders of succession exercise which revealed the authorities, foundational knowledge and skills required to perform this position are not shared with other section managers.
<b>Recovery/Public Assistance Section Manager</b>	Highly Critical	Non-Critical	OEM conducted an orders of succession exercise which revealed the authorities, foundational knowledge and skills required to perform this position are shared with the Response Section Manager.
<b>9-1-1 Section Manager</b>	Critical	Non-Critical	OEM conducted an orders of succession exercise which revealed the authorities, foundational knowledge and skills required to perform this position are not shared other section managers the responsibilities could be elevated upward to the Director or Deputy Director.
<b>Mitigation Section Manager</b>	Critical	Non-Critical	OEM conducted an orders of succession exercise which revealed the authorities, foundational knowledge and skills required to perform this position are shared with the Preparedness Section Manager. Additionally, a restructuring of the Mitigation Section resulted in two deputy State Hazard Mitigation Officers providing additional bench depth in the event of unplanned vacancy.
<b>Chief Information Officer</b>	Highly Critical	Non-Critical	OEM conducted an orders of succession exercise which revealed the CIO duties could be delayed or outsourced in the event of an unplanned vacancy.
<b>Legislative Coordinator and Strategic Communications and Partnerships Manager</b>	Critical	Non-Critical	OEM conducted an orders of succession exercise which revealed the LCSCPM duties could be delayed, outsourced or elevated in the event of an unplanned vacancy.

<b>Preparedness Section Manager</b>	Critical	Non-Critical	OEM conducted an orders of succession exercise which revealed the authorities, foundational knowledge and skills required to perform this position are shared with the Response Section Manager.
<b>Budget Officer</b>	Critical	Non-Critical	Expansion of the Finance and Accounting section and implementation of standard operating guidelines has resulted in the ability to transfer these responsibilities to the finance team lead, CFO or Compliance and Business Services Director.
<b>Chief Audit Executive</b>	Critical	Non-Critical	OEM conducted an orders of succession exercise which revealed the CAE duties could be delayed or outsourced in the event of an unplanned vacancy.

## Succession Plan 2025 | Identification

### Highly Critical

#### 1. Director

- a. Competencies of Position
  - i. Education/Experience: Ten years of management experience; OR five years of management experience and a Master's degree in a related field. Doctorate preferred.
  - ii. Certification: Not required.
  - iii. Management:
    1. Plan, assign and approve work
    2. Respond to grievances
    3. Discipline and reward
    4. Coordinate scheduling
    5. Hire and discharge
    6. Evaluate performance
  - iv. Knowledge and Skills:
    1. Demonstrated commitment and measurable results in equity, diversity, and inclusion initiatives.
    2. Ability to discern and evaluate multiple perspectives and effectively guide the team to success in the context of sometimes vague, ambiguous, or opposing priorities.
    3. A proven track record of navigating, impacting, and enacting state policy decisions, legislation, and regulatory actions.
    4. Strong social skills with first class ethics and a high-level of integrity.

5. Advanced knowledge of concepts and theories of public administration, economics, business development and regulation.
  6. Demonstrated experience driving strategic planning initiatives and program assessments.
  7. Thorough knowledge of Public Policy development, including administrative and legislative processes.
  8. Ability to discern complex policies and issues and synthesize them clearly and compellingly.
  9. Exceptional and demonstrated written and oral communication skills including public speaking and the preparation of issues summaries, testimony, and other written reports of technical and complex nature.
  10. Provides leadership in developing skilled professionals throughout the organization.
  11. Capable of Assessing ongoing strengths and needs of an Agency or Department at the Executive level
  12. Capable of gaining compliance and support of external agencies/partners at the local, state tribal and federal level
  13. Experience managing teams at an Executive level
  14. Capable of serving as the OEM representative and briefing the Governors Disaster Cabinet.
- v. Training:
1. Oregon Revised Statute 401;
  2. Oregon Revised Statute 469;
  3. Oregon Administrative Rules;
  4. Federal Public Law 99-145
  5. Federal Public Law 93-288;
  6. Code of Federal Regulations 44 AND 47 Federal OMB Circulars;
  7. U.S. Department of Homeland Security Plans & Policies
  8. G0402 Incident Command System Overview for Senior Officials
- b. Why identified as Highly Critical
- i. Vacancy would cause a significant impact to organizational structure and effectiveness
  - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
  - iii. Challenging and lengthy recruitment process with external oversight
  - iv. Skill set in very high demand
  - v. Position requires security clearance for access to state and federal information.
  - vi. Authoritarian requirements in both statute and rule
- c. Position identified as highly critical in 2023

## 2. Deputy Director

- d. Competencies of Position
- i. Education/Experience: Bachelor's Degree and five years of management experience; OR two years of management experience and a bachelor's degree in a related field.
  - ii. Certification: Not required
  - iii. Management:
    1. Plan, assign and approve work
    2. Respond to grievances

3. Discipline and reward
4. Coordinate scheduling
5. Hire and discharge
6. Evaluate performance
- iv. Knowledge and Skills:
  1. Provides leadership in developing skilled professionals throughout the division.
  2. Capable of Assessing ongoing strengths and needs of and Agency or Department at the Executive level
  3. Experience managing teams at a senior level
  4. Capable of serving as the Director in their absence
  5. Capable of serving as the ECC Director (Response Manager) in activation of the State ECC.
  6. Capable of serving as the State Coordinating Officer.
  7. Oregon Revised Statute 401;
  8. Oregon Revised Statute 469;
  9. Oregon Administrative Rules;
  10. Oregon Emergency Operations Plan;
  11. OERS Operating Procedures and Standards;
  12. Oregon State Open System Directives for Information Processing;
  13. Hazard Mitigation Grant Administrative Plan;
  14. Public Assistance Administrative Plan;
  15. FEMA Emergency Management Training Program and Exercise Program Guidance;
  16. FEMA/NEHRP Earthquake Program Guidance;
  17. Federal Public Law 99-145
  18. Federal Public Law 93-288;
  19. Code of Federal Regulations 44 AND 47 Federal OMB Circulars;
  20. Title III, Section 303 Superfund Amendments and Reauthorization Act of 1986;
  21. US DOT Emergency Response Guidebook;
  22. CERCLA SARA Title III;
  23. FCC Public Safety Radio Communications Guidelines
  24. EPA guidelines
  25. CFR's
  26. NUREG0654/FEMA REP-1-18
  27. Administrative Procedures Act
  28. Conflagration Act
  29. Uniform Act
  30. Oregon Building Codes
  31. U.S. Department of Homeland Security Plans & Policies
- v. Training:
  1. G0402 Incident Command System Overview for Senior Officials
  2. G2300 Intermediate Emergency Operations Center Functions
  3. O305 Type 3 All-Hazards Incident Management Team
  4. O346 Logistics Management Series
  5. G0191 Incident Command System/Emergency Operations Center Interface

- e. Why identified as Highly Critical
  - i. Vacancy would cause a significant impact to organizational structure and effectiveness
  - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
  - iii. Challenging and lengthy recruitment process with external oversight
  - iv. Skill set in very high demand
- f. Position identified as highly critical in 2023

### **3. Business Administration and Compliance Director**

- g. Competencies of Position:
  - i. Education/Experience: Bachelor's Degree and seven years management experience, with five years managing multiple workgroups, five years budget experience, and five years project management experience.
  - ii. Certification: Not required
  - iii. Management:
    - 1. Ability to direct high-level management teams and individuals
    - 2. Ability to identify and assess priorities, resources, and efficiencies
    - 3. Ability to assess and maintain service levels and high functioning staff performance
    - 4. Ability to explore and implement solutions
    - 5. Ability to share information and coordinate activities across the agency and with external stakeholders
    - 6. Ability to gain and maintain compliance with laws, rules, and regulations
    - 7. Ability to develop policies, plans, and operational standards
    - 8. Ability to develop budgets and oversee procurement activity
    - 9. Knowledge and Skills
    - 10. General knowledge of the principles of management including change management, business processes, financial practices, policy management, organizational administration, managing through managers, budgetary procedures, personnel management, supervision, and governmental organization.
    - 11. Skill in communicating orally and in writing with a variety of people, answering questions and explaining information or decisions. Crisis communications and communications in complex hierarchical organizations.
    - 12. Skill in researching and evaluating facts, information both qualitative and quantitative, and choosing and recommending appropriate courses of action.
    - 13. Ability to supervise (e.g., hire, train, assign, and review work, motivate, prepare performance evaluations, and handle disciplinary actions).
    - 14. Ability and understanding to develop, monitor, and instruct others to develop and monitor a budget.
    - 15. Ability to recognize and effectively address non-compliance and procedural irregularities.
    - 16. Ability to use tact and diplomacy with others to gain cooperation, teamwork and alignment with organizational mission.
    - 17. Strategic planning and project management skills.

18. Commitment to promote a culturally competent and diverse work environment.
- iv. Training:
  1. Completion of IS-13 FEMA trainings within 6 months of hire
  2. Completion of FEMA's Professional Develop Series and IS-1300 training within 12 months of hire
  3. Completion of Oregon Basic Applied Practices Series within 24 months of hire.
- h. Why identified as Highly Critical
  - i. Vacancy would have a significant impact on organizational structure and effectiveness
  - ii. Specialized knowledge and skill are required, with a limited pool of qualified applicants
  - iii. Challenging and lengthy recruitment process with external oversight
  - iv. Skill set in very high demand
- i. Position identified as highly critical in 2023 and 2024

#### **4. Director of Response and Recovery**

- j. Competencies of Position
  - i. Education/Experience: Six years of supervision, management, or progressively related experience; OR three years of related experience and a bachelor's degree in a related field.
  - ii. Licensure: Not required
  - iii. Knowledge and Skills:
    1. Oregon Revised Statute 401
    2. Oregon Administrative Rules
    3. Federal OMB Circulars
    4. EPA guidelines
    5. CFR's
    6. NUREG0654/FEMA REP-1-18
    7. ORS 469
    8. Administrative Procedures Act
    9. HMTUSA
    10. Conflagration Act
    11. FEMA/NEHRP Earthquake Program Guidance
    12. Federal Public Law 99-145 and 93-288
    13. Code of Federal Regulations 44
    14. US DOT Emergency Response Guidebook
    15. CERCLA SARA Title III
    16. FCC Public Safety Radio Communications Guidelines
    17. Hazard Mitigation Grant Administrative Plan
    18. Public Assistance Administrative Plan
    19. Oregon Emergency Management Plan
    20. OERS Operating Procedures and Standards
    21. Oregon State Open System Directives for Information Processing
    22. Robert T. Stafford Disaster Relief and Emergency Assistance Act; Public Law
    23. Title III, Section 303 Superfund Amendments and Reauthorization Act of 1986

24. FEMA Emergency Management Training Program and Exercise Program Guidance
25. Dept of Homeland Security, U.S. Dept of Justice and Office of Justice Program Guidelines for Domestic Preparedness
26. National Response Framework
- iv. Management:
  1. Plan, assign and approve work
  2. Respond to grievances
  3. Discipline and reward
  4. Coordinate scheduling
  5. Hire and discharge
  6. Evaluate performance
- v. Training and Certification:
  1. DAS – PS – Contract Administration Training
  2. DAS – PS – Principles of Public Procurement – Risk Management
  3. DAS – PS – Oregon Procurement Advanced Certification
  4. DAS – PS – Procurement Ethics
  5. DAS – CHRO – Create a Positive Team Culture
  6. DAS – CHRO – Workday
  7. DAS – CHRO – Foundational Training Program (FT)
  8. DAS – CHRO – Managing Remote Teams
  9. DAS – CHRO- Effective Delegation
  10. OEM Policy ADM-205: Training and Exercise Requirements and Reporting
  11. ADM-205-SOP: Training and Exercise Reporting Standard Operating Procedure
  12. FEMA IS-100: Introduction to the Incident Management System, ICS-100
  13. FEMA IS-200: Basic Incident Command System for Initial Response, ICS-200
  14. FEMA IS-700: An Introduction to the National Incident Management System
  15. FEMA IS-800: National Response Framework, An Introduction
  16. FEMA IS-2200: Basic Emergency Operations Center Functions
  17. FEMA IS-13: EMI Conduct and Behavior
  18. G0191: Emergency Operations Center/Incident Command System Interface
  19. G2300: Intermediate Emergency Operations Center Functions
  20. IS-2901: Introduction to Community Lifelines
  21. G0300: ICS 300: Intermediate Incident Command System for Expanding Incidents
  22. G0400: ICS 400: Advanced Incident Command System for Complex Incidents
- k. Why identified as Critical
  - i. Vacancy would cause an impact to operations
  - ii. Specialized knowledge and skill required
  - iii. Challenging recruitment
  - iv. Moderately competitive compensation package
  - v. Skill set in demand
  - vi. Promotional opportunities exist
- l. Position identified as critical in 2023 and elevated to highly critical in 2024.

## Critical

### 1. Search and Rescue Coordinator (SAR)

- a. Key Responsibilities of the SAR Coordinator
  - i. Coordinate SAR missions in collaboration with County Sheriffs and OEM.
  - ii. Maintain operational readiness of SAR teams and resources.
  - iii. Liaise with local, state, and federal partners (e.g., Air Force Rescue Coordination Center (AFRCC), Oregon State Sheriff's Association (OSSA)).
  - iv. Oversee training, certification, and compliance with SAR standards.
  - v. Manage SAR statistics, reporting, and public education initiatives.
- b. Core Competencies
  - i. **Incident Management:** Proficient in ICS/NIMS, SAR mission planning, and resource coordination.
  - ii. **Technical Knowledge:** Familiar with SAR types, terrain navigation, survival skills, and specialty teams.
  - iii. **Training and Certification:** FEMA IS-100, IS-700, First Aid/CPR, BBP, and 30+ hours of annual SAR training.
  - iv. **Communication:** Strong interagency coordination, public communication, and reporting skills.
  - v. **Leadership:** Ability to lead multi-agency teams under pressure and during emergencies.
- c. Specialized knowledge and skill, lengthy training and certification pathway, historical and institutional knowledge reliant, retirement eligible.
- d. This position was not identified in the 2024 Succession Plan.

### 2. Emergency Management Assistance Compact (EMAC) Coordinator

- a. Core Competencies
  - i. Operational Coordination
    - 1. Understand and manage the **EMAC lifecycle**: Pre-event preparation, activation, request & offer, response, and reimbursement
    - 2. Coordinate with **Requesting and Assisting States**, ensuring timely and accurate completion of Resource Support Agreements (RSAs).
    - 3. Use the **EMAC Operations System** (EOS) to manage mission documentation and communication.
  - ii. Emergency Management Knowledge
    - 1. Deep understanding of **interstate mutual aid laws**, EMAC Articles of Agreement, and emergency management principles.
    - 2. Familiarity with **Mission Ready Packages** (MRPs) and how to develop, source and deploy them effectively.
  - iii. Communication & Liaison Skills
    - 1. Serve as the **primary point of contact** between local and state agencies, National Emergency Management Association (NEMA), and federal partners.
    - 2. Provide **pre-deployment briefings** and ensure deployed personnel understand their roles, responsibilities, and documentation requirements
  - iv. Documentation & Reimbursement

1. Ensure accurate tracking of mission expenses and documentation for reimbursement.
  2. Guide agencies through the **reimbursement process**, including audits and submission of reimbursement packages
- v. Training & Preparedness
  1. Lead or coordinate **EMAC training and exercises** within the state.
  2. Develop and maintain internal procedures for EMAC implementation and integrate lessons learned from past deployments
- vi. Problem Solving & Adaptability
  1. Navigate complex, high-pressure situations with limited resources and evolving conditions.
  2. Address logistical challenges, such as housing, transportation, and communication for deployed teams.
- vii. Legal & Policy Awareness
  1. Understand liability, licensing, and compensation provisions under EMAC Articles V–IX
  2. Ensure compliance with state and federal laws during mutual aid operations (i.e ORS 402)
- b. Specialized knowledge and skill, lengthy training and certification pathway, historical and institutional knowledge reliant, retirement eligible.
- c. This position was not identified in the 2024 Succession Plan.

## Position Identification Reference Chart

<b>NOT A CRITICAL POSITION</b>	<ul style="list-style-type: none"><li>• Vacancy would cause limited impact</li><li>• Limited specialized knowledge or skills required</li><li>• Strong recruitment potential</li><li>• Competitive compensation package</li><li>• Limited direct promotional opportunities</li></ul>
<b>CRITICAL POSITION</b>	<ul style="list-style-type: none"><li>• Vacancy would cause an impact</li><li>• Some specialized knowledge or skills required</li><li>• Challenging recruitment</li><li>• Moderately competitive compensation package</li><li>• Skill set in demand</li><li>• Promotional opportunities</li><li>• Anticipate vacancy within the next 1 to 5 years</li></ul>
<b>HIGHLY CRITICAL POSITIONS</b>	<ul style="list-style-type: none"><li>• Vacancy would cause a significant impact</li><li>• Specialized knowledge or skills required</li><li>• Very challenging recruitment</li><li>• No competitive compensation package/compression issues</li><li>• Skill set in high demand</li><li>• Promotional opportunities</li><li>• Anticipate vacancy within the next year</li></ul>

# Succession Plan 2025 | Development

## Highly Critical

### 1. Director

- a. **Development plan** for competency development. While the Deputy Director is well positioned to assume the role of Director in a continuity event, there are nuances to the Director position which pose challenges when developing full bench depth. For instance, OEM Director serves as the Homeland Security Advisor which is a Governor appointment and requires a level of federal security clearance Top Secret Level that has historically been difficult and lengthy to obtain.
- b. **Gaps:** The OEM Director is a politically appointed position that is highly visible and requires a specialized set of knowledge, skills and attributes that are not readily available in the workforce, often requiring a nationwide search for eligible applicants. The high stress and high visibility nature of the position increases risk to retaining personnel in this position, additionally due to the political appointment the position is at risk of turnover in line with Gubernatorial Appointment.
- c. **Challenges:** The installment of additional directorship positions allows for distribution of duties during recruitment. Additionally, OEM aspires to provide targeted training and support to Oregon's local emergency managers in the hopes of cultivating a highly skilled local emergency management workforce capable of providing a highly skilled applicant pool in the event of a vacancy.

### 2. Deputy Director

- a. **Development plan** for competency development. OEM seeks to identify a position or position(s) within the agency which may be eligible to serve as a successor to the Deputy Director in its 2026 succession planning activities. Establish a coaching/mentoring program for other section managers seeking to further enhance their professional development.
- b. **Gaps:** The current Deputy Director brings a unique skillset of having served as a local emergency manager of an urban local emergency management agency. This unique and vast experience may be difficult to locate internally and may require a statewide, regional or national recruitment to secure a fully qualified candidate. The agency may decide the skillset needed to perform the duties in alignment with Position Description may not require local knowledge given the reorganization structure.
- c. **Challenges:** Despite the current cadre of highly skilled section directors and managers within OEM, the unique skills, knowledge and attributes required to effectively manage OEM operations as a whole would prove challenging to locate. However, OEM's current Deputy Director exhibits a hands-on approach to leadership which includes direct participation and mentorship of direct reports. This bi-directional exchange of information creates exposure and opportunities for potential internal candidates.

### 3. Business Services and Compliance Director

- a. **Development plan** for competency development. As the Business Services and Compliance Director is a new position for 2025, OEM will seek to identify core competencies and potential successors within the 2026 succession plan.
- b. **Gaps:** Given this position oversees a large and varied group of sections a well-qualified candidate must possess considerable knowledge and skill in finance, budget, human resources, policy and information technology within the realm of Oregon state service. Additionally, these are highly sought after skills within the private sector with substantially higher rates of pay which poses risk to retention of fully qualified individuals.
- c. **Challenges:** As the Business Services and Compliance Director is a new position for 2025, OEM will seek to identify core competencies and an accompanying development plan within the 2026 succession plan.

### 4. Director of Response and Recovery

- a. **Development plan** for competency development. As the Director of Response and Recovery is a new position for 2025, OEM will seek to identify core competencies and potential successors within the 2026 succession plan. However, OEM secured a new ECC manager position which directly supports the Director of Response and Recovery.
- b. **Gaps:** This position requires extensive emergency management experience, knowledge and skills with multiple required certifications and trainings which could prove challenging to develop internally. OEM will further evaluate and explore potential gaps in the 2026 succession plan.
- c. **Challenges:** As the Director of Response and Recovery is a new position for 2025, OEM will seek to identify core competencies and accompanying development plan within the 2026 succession plan.

## Critical

### 1. Search and Rescue Coordinator

- a. **Development Plan**
  - i. **Identify Key Roles**
    - 1. **SAR Coordinator:** Oversees the implementation and coordination of EMAC activities.
    - 2. **Primary Successor:** Deputy SAR Coordinator
    - 3. **Secondary Successor:** TBD
  - ii. **Establish Succession Order**
    - 1. **Primary Successor:** Deputy SAR Coordinator
    - 2. **Secondary Successor:** TBD
  - iii. **Training and Development**
    - 1. FEMA IS-100 and IS-700.
    - 2. ICS-300 and ICS-400 through OEM or FEMA.
    - 3. SAR Academy or equivalent field training.
    - 4. First Aid/CPR/AED certification

5. Bloodborne Pathogens (BBP) training.
6. Cost: Courses are virtual and vary in cost.
- iv. **Documentation and Communication**
  1. Maintain an up-to-date succession plan document, including contact information for all successors.
  2. Communicate the succession plan to all relevant stakeholders within the department to ensure awareness and preparedness.
- v. **Geographical Dispersion**
  1. Ensure, to the extent possible, that successors are geographically dispersed to maintain leadership continuity even if certain regions are affected by an emergency.
- b. **Implementation Steps**
  - i. **Nominate Successors:** Identify and nominate individuals for the primary and secondary successor roles.
  - ii. **Enroll in Training:** Ensure that nominated successors enroll in and complete the required training courses.
  - iii. **Document Succession Plan:** Create and maintain a detailed succession plan document.
  - iv. **Communicate Plan:** Share the succession plan with all relevant stakeholders.
  - v. **Review and Update:** Regularly review and update by executive leadership team as part of the OEM Succession Plan annual review or as personnel or process changes occur.
- c. **Gaps:** Due to the specialized skill and certifications required for this position locating qualified applicants would prove challenging.
- d. **Challenges:** The numerous and lengthy training and certifications required for this position coupled with the current single-staffed department will require a long training and development plan. OEM will need to exercise prudence when selecting successors to ensure longevity. Development of internal policies and procedures and job shadowing will also embed continuity in the position.

## 2. EMAC Coordinator

- a. **Development Plan for EMAC Coordinator**
  - i. **Identify Key Roles**
    1. **EMAC Coordinator:** Oversees the implementation and coordination of EMAC activities.
    2. **Primary Successor:** OEM Deputy EMAC Coordinator
    3. **Secondary Successor:** TBD
  - ii. **Establish Succession Order**
    1. **Primary Successor:** OEM Deputy EMAC Coordinator
    2. **Secondary Successor:** TBD
  - iii. **Training and Development**
    1. **EMAC A-Team Training Course:**
      - a. **Course Description:** This course familiarizes learners with the EMAC A-Team's structure, functions, roles, and responsibilities, and provides experience in the EMAC Operations System.
      - b. **Course Requirements:**
        - i. Complete eight training modules in the eLearning Center.

- ii. Pass the Course Assessment with a minimum score of 80%.
- iii. Complete the Navigation and Final Exercises with a minimum score of 80%.
- iv. Obtain the Course Certificate upon successful completion.

**c. Learning Outcomes:**

- i. Understand the role and flexibility of the A-Team.
- ii. Apply EMAC law and operational management.
- iii. Coordinate within EMAC's Operational Management.
- iv. Recognize the responsibilities of the A-Team Leader and other key roles.
- v. Implement mission-ready packaging and cost-estimation methodology.
- vi. Navigate the EMAC Operational Management System effectively.

**d. EMAC A-Team Prerequisites:**

- i. The Practice and Implementation of EMAC
- ii. EMAC Pre-Event Preparation for Resource Providers
- iii. EMAC: Just in Time Training for Deploying Personnel
- iv. The National Guard and EMAC
- v. EMAC Reimbursement.

**e. Cost:** Courses are offered virtually at no cost.

**iv. Geographical Dispersion**

- 1. Ensure, to the extent possible, that successors are geographically dispersed to maintain leadership continuity even if certain regions are affected by an emergency.

**v. Implementation Steps**

- 1. **Nominate Successors:** Identify and nominate individuals for the primary and secondary successor roles.
  - 2. **Enroll in Training:** Ensure that nominated successors enroll in and complete the required training courses.
  - 3. **Document Succession Plan:** Create and maintain a detailed succession plan document.
  - 4. **Communicate Plan:** Share the succession plan with all relevant stakeholders.
  - 5. **Review and Update:** Regularly review and update by executive leadership team as part of the OEM Succession Plan annual review or as personnel or process changes occur.
- b. **Gaps:** The numerous and lengthy training and certifications required for this position coupled with the current single-staffed department will require a long training and development plan. OEM will need to exercise prudence when selecting successors to ensure longevity. Development of internal policies and procedures and job shadowing will also embed continuity in the position.
  - c. **Challenges:** The numerous and lengthy training and certifications required for this position coupled with the current single-staffed department will require a long training and development plan. OEM will need to exercise prudence when selecting successors

to ensure longevity. Development of internal policies and procedures and job shadowing will also embed continuity in the position.

## Agency-wide plans for competency development

### **Inclusion, Diversity, Equity, Accessibility (IDEA) (Implemented and Ongoing)**

1. The agency is guided by an Inclusion Diversity Equity and Accessibility (IDEA) plan that includes milestones and measurable outcomes to ensure our ongoing commitment to these principles.
2. The plan will undergo evaluation every two years and be adjusted to reflect progress toward reaching IDEA goals, changes in the agency, and evolving employee needs and competencies

### **New Employee Orientation (NEO) (Implemented and Ongoing)**

1. ODEM has a New Employee Orientation (NEO) process that introduces the agency's mission, values and culture. It ensures employees are provided with the resources and training to be successful within the agency and promotes staff engagement.
2. All new full-time employees or temporary staff that will be working at the agency for more than 30 days are enrolled in the NEO program.
3. The NEO program includes feedback and measurements to support continuous improvement.

### **Recruitment (Implemented and Ongoing)**

1. Recruitment is supported by position descriptions that encompass knowledge, skills, and abilities combined with relevant personal characteristics to successfully perform in the role.
2. Core competencies are incorporated into interview questions.
3. The recruitment process is fair and inclusive. It uses strategies such as removing bias from job descriptions and articulating our agency's commitment to inclusion, diversity, equity and accessibility in the description.
4. Diversifying sourcing channels, standardizing evaluation criteria, and selecting interview panelists that represent diverse perspectives, including the agency's Chief Resilience Officer, who oversees and prioritizes IDEA plan objectives, helps ensure a fair and inclusive process.

### **Retention (Implemented and Ongoing)**

1. Investing in career development of employees and providing them with opportunities to enhance their competencies through mentorship and ongoing professional development.
2. Internal recruitment methods are employed, such as referrals, promotions, or transfers, to identify and develop employees who have the core competencies needed for a role. To ensure that employee input guides the agency's goals toward retaining and supporting a diverse workforce we also perform an annual survey measuring employee engagement and IDEA. We leverage this feedback to refine programs that foster an inclusive agency culture and support the retention of high-quality staff.

### **Training**

1. All new full-time staff and temporary employees that will be at the agency 30 days or longer shall receive an introduction to the agency's mission, values, and culture. **(Implemented and Ongoing)**
2. All employees new to Oregon state employment shall complete the trainings assigned in the DAS Statewide Onboarding Process. **(Implemented and Ongoing)**
3. All employees new to Oregon state government shall participate in the Uplift Your Benefits training. **(Implemented and Ongoing)**
4. All employees new to Oregon state government or who transferred into the executive branch will participate in the DAS customer service training. **(Implemented and Ongoing)**

5. All new managers who were hired or promoted into a permanent or limited duration supervisory management position shall complete the manager's Foundational Training Program. **(Implemented and Ongoing)**
6. **\*New:** ECC training curriculums have been developed to allow activation related knowledge and skills to be acquired and exercised in blue-sky days.
7. **\*New:** Quarterly IDEA trainings are now offered including topics such as: Accessible Documents, Managing Accommodation Requests, and Trauma Informed Care.
8. **\*New:** Employees will receive annual training on the strategic plan, informing them of the agency's strategies and how they contribute to operational and organizational goals and objectives.

#### **Workforce Analysis**

1. The agency will undergo a full workforce analysis to:
  - a. Identify functions required during grey sky days with primary and alternate leads equally trained. **(Delayed due to funding and resource constraints)**
  - b. Identify and document specialized knowledge and skills and document within the position description. **(In process = 80% complete)**
  - c. Measure capacity and identify opportunities for resource pools. **(Delayed due to funding and resource constraints)**

## **Succession Plan 2025 | Evaluation**

### **Overall Plan Review**

The OEM Succession Plan will undergo regular review and update by executive leadership team as part of the OEM Strategic Planning lifecycle or as personnel or process changes occur. The plan will also be compared to the Continuity of Operations plan each year to identify gaps or anomalies.

### **Highly Critical/Critical Positions**

As OEM continues to grow, several key restructuring and reorganization activities have occurred, which have changed the leadership structure of the agency. More specifically, OEM has redesigned the response and recovery section, appointing a Director of Response and Recovery to coordinate those two sections and the regional coordinator program. Given the nature of the Directorships within OEM these will continue to be highly critical positions. However, OEM is undergoing a review of statutes and rules to identify and prepare delegations in advance to streamline transfer of power in the event of unplanned vacancies or unavailability of executive leadership.

### **Competency Adjustment**

OEM is entering into an Interagency Agreement with DPSST to implement a Learning Management System to track required training completion and competency development.

### **Employee Goals**

OEM has updated its PAF process to provide managers with a simple process and tools to set clear expectations and performance measures, to effectively provide feedback and coaching, and to conduct

quarterly check-ins with their employees. This model also provides a space to open lines of communication between a supervisor and their subordinate to discuss areas of strengths and weaknesses. Additionally, Strategic Planning is conducting workshops at the section level to identify goals and objectives and align with overarching agency strategies.

## **Recruitment Strategies**

OEM's recruitment strategies are outlined in the affirmative action plan.

## **Conclusion**

OEM has continued to grow and evolve since the first iteration of the OEM Succession Plan in 2023. This growth has included the addition of 15 positions and several agency reorganizations. In addition, the progress toward the realization of many of our strategic goals surrounding modernization, equity and service, accountability and readiness has provided opportunities for the agency to improve and celebrate many successes but has also shone a light on areas for improvement and meaningful change.

Some successes of note include the reduction in highly critical and critical positions. The acquisition of two permanent positions to support our continuity program has instilled structure and permanence to our continuity of operations efforts which were previously managed using alternating resources based on availability. Some specific successes of note include training of the management and executive teams to better understand the nuances of continuity of operations succession planning versus workforce succession planning. In addition to this training the continuity team conducted a continuity order of succession workshop which identified orders of succession for highly critical positions based on mission essential functions (MEF). While the scope of this exercise was limited to only one MEF the continuity program will conduct MEF workshops by section in 2026 and 2027 to further identify succession pathways based on operations and statute.

To support this work the Policy and Compliance Division has embarked on a delegation of authority (DOA) policy and procedures, which will provide guidance on ownership, development and maintenance of DOAs within the agency. Matrices outlining authority delegated through statutes and rules will further define appropriate delegations and successions. This guidance will be used to create templates for delegation and signature authority which can be enacted during continuity events or other scenarios where critical and highly critical positions may be unavailable.

OEM also successfully transitioned finance and accounting from DAS shared services, which has resulted in the development of internal training and guidance documents and created formal procedures within the finance and accounting section, lessening the gaps in knowledge and the dependence on DAS for essential business operations related to procurement, payroll and accounts payable.

OEM also had a marked increase in employee engagement in 2025, largely attributed to organizational improvements at the management and executive leadership team level including more frequent all staff engagements to share information and provide transparency surrounding emerging issues and agency

decisions. The institution of engagement action plans at the section level promoted actionable change for each individual manager to better meet the needs of their team members.

Despite significant progress in succession planning there are still areas where the agency struggles, primarily in the tracking and management of data and creating bench depth in highly specialized positions. This is due in part to the relative newness of the agency as a standalone department and the continued development of core functions within the agency sections, such as IT and HR, and in part to the increase in emergency activations. While OEM is very familiar with disasters such as wildfire and winter weather events, novel emergency events related to federal funding and subsequent impacts to the emergency management landscape have greatly reduced the number of blue-sky days the agency has available to dedicate to non-emergency activities.

Additionally, OEM is committed to providing services, support and measurable outcomes across multiple plans, many statutorily mandated. Due to the infancy of OEM's internal information technology network and lack of formal policy, procedures and training, data is managed in disparate and largely outdated platforms which results in obstacles when tracking and reporting data in an agile and uniform fashion. For example, some key performance measurements within the agencies strategic plans lack systems and platforms for gathering the data in a meaningful way. Specific areas identified because of the 2025 succession planning efforts includes our IT Strategic Plan and Affirmative Action Plan. The establishment of an IT Governance Steering Committee and OEM's internal HR section provides the internal structure to identify these gaps and develop corrective action measures in 2026.

## **The OEM 2025 Succession Plan supports and informs the following agency plans:**

### **OEM 2023 – 2025 Strategic Plan**

A primary strategy within the agency strategic plan is a right-sized and right-skilled workforce. Adequate succession planning ensures the agency has bench depth to support retention of highly skilled and knowledgeable staff as well as transference of institutional and historical knowledge. Some key actions within the strategic plan which directly support succession planning include:

- a) Development and implementation of training curriculum supporting IT tools and resources, budget development, time and attendance, communications and ECC operations.
- b) Conduct peer-to peer knowledge sharing opportunities and implementation of a mentorship program
- c) Offer opportunities for job shadowing and encourage communities of practice based on specialized knowledge and skills

### **OEM Inclusion, Diversity, Equity and Accessibility Plan (IDEA)**

**OEM recognizes the need to embed equity principles, policies, and approaches across the department's programming, outreach and engagement efforts, and internal functioning.** This includes

sustained efforts to remove systemic barriers and provide equal access to opportunities and benefits, both externally and within its workforce, to advance equity for and with the communities OEM serves.

***This commitment is embodied through two overarching strategies:***

- a) Create and sustain an internal culture at OEM that prioritizes inclusion, diversity, equity, and accessibility (IDEA).
- b) Identify and eliminate obstacles to recruiting and retaining diverse talent, incorporating meaningful support structures and professional development opportunities to ensure equitable career advancement and a sense of belonging across the agency.

***To advance these strategies, OEM has launched several key initiatives:***

- **Employee Resource Groups (ERGs):** A new initiative to establish ERGs designed to build internal support networks and create an environment where employees feel validated in their experiences, safe in expressing themselves, and equally valued for the service they provide.
- **Equity Officer Role in ECC Activations:** Development and implementation of an Equity Officer position for Emergency Coordination Center (ECC) activations. This role provides real-time advising on disability and access and functional needs (D-AFN) considerations and engages with vulnerable communities to support a more inclusive response for the state’s most at-risk residents.
- **IDEA-Focused Training Series:** Launch of six bimonthly trainings for all OEM staff addressing key competencies related to inclusion, diversity, equity, and accessibility. Training topics include responding to accommodation requests for meetings, ensuring documents meet ADA compliance standards, and engaging effectively with Tribal Nations and other historically underserved communities. Together, these efforts demonstrate OEM’s commitment to embedding equity into both its internal operations and its statewide emergency management mission — ensuring that all communities are represented, supported, and served equitably.

## **OEM IT Strategic Plan Annual Report 2025**

A primary strategy within the OEM IT Strategic Plan is the development of a skilled and agile workforce, measured by:

- a) % of IT staff completing annual professional development **Not implemented. No metric data. Implementation scheduled for 2026 – 2027.**
- b) % of roles with defined training plans and skill assessments **Not implemented. No metric data. Implementation scheduled for 2026 – 2027.**
- c) % of participation in cross-functional project teams. **Not implemented. No metric data. Implementation scheduled for 2026 – 2027.**

## **OEM Continuity of Operations Plan (COOP)**

The 2025 OEM Continuity of Operations Plan contains authoritative guidance for when continuity succession will take place during disruptions to day-to-day activities during continuity events. It also contains what position(s) lines of succession should occur, triggers for succession, some statutory and fiscal delegation of authorities for these successors, and future versions will look for more clear guidance on returning authority and responsibility in an appropriate timeframe and orderly manner.

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*Orders of succession: Lines of succession should be maintained by all leadership elements contained within the OEM to ensure continuity of essential functions. Lines of succession are to be provided to a minimum depth of three positions at any point where policy and directional functions are carried out. For all positions requiring a successor, at least one successor should not live or work in the same geographic location. Group travel of all linear lines of succession should be avoided.*

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## **OEM Affirmative Action Plan (AAP)**

A key tenet of OEM's 2025 – 2027 Affirmative Action Plan articulates that OEM's Human Resources Department is dedicated to partnering with OEM's division units to maximize the potential of OEM's greatest asset – its employees. The plan focuses on providing excellent customer service and committing to attracting, developing, rewarding and retaining top talent with a primary goal of fostering a healthy, safe, productive work environment for employees, making OEM an employer of choice. OEM's Affirmative Action Plan's (AAP) goals include implementing diversity and inclusion metrics, increasing recruitment and representation of diverse employees, and improving the culture of inclusion at OEM.

All OEM's open positions are posted in Workday, and our communications team posts them on social media platforms to help our efforts of reaching diverse populations to recruit from both internally and externally. The data below was pulled from Workday's Diversity Equity and Inclusion (DEI) Dashboard. The following are some updates as of September 2025:

- Between June 30, 2024, and September 2025, the number of OEM employees has increased from 109 employees to 123 employees; with this increase the number of employees in for each generation has also increased (baby boomers, generation x, generation z, and millennials)
- The top 4 communities of color at OEM are Hispanic or Latino, Asian, Native Hawaiian or Pacific Islander, and American Indian or Alaska Native
- On June 30, 2024, OEM had 57 female employees and 52 male employees; the number of female employees as of September 2025 is now more than the number male employees at OEM (currently 62 female employees and 60 male employees)
- On June 30, 2024, OEM had 18 veterans, but as of September 2025 OEM has 19 veterans
- On June 30, 2024, OEM had 5 employees with reported disabilities, but as of September 2025 OEM had 6.

Additionally, OEM's position descriptions include standards that respect diverse cultures and we foster a diverse and discrimination/harassment-free workplace. Our hiring managers make efforts to ensure interview panels are diverse and include a member outside of the division, and the agency follows Equal Employment Opportunity and Affirmative Action guidelines when filling positions. OEM is committed to continued improvement of our recruitment efforts to reach more diverse candidate pools for all of OEM's open positions.

## These efforts are tracked and monitored through the following goals and metrics:

### Goal 1: Implement diversity and inclusion metrics

**Strategy 1.1** Engage and partner with executive leadership to monitor and act on diversity and inclusion metrics. Not started. Implementation scheduled for 2026.

**Strategy 1.2** Engage with employees regarding diversity and inclusion metrics. Not started. Implementation scheduled for 2026.

Metric	Measurement	Status
<b>Establish revised baseline metrics</b>	Number of baseline metrics by June 30, 2025	Establish revised baseline metrics
<b>Establish revised goals based on baseline metrics</b>	Percentage of baseline metrics with an associated goal by June 30, 2025	Not implemented. Will review in 2026 – 2027.
<b>Meet quarterly to measure progress toward revised goals.</b>	Percentage of quarterly meetings executed through June 30, 2027	Not implemented. Will review in 2026 – 2027.
<b>Inform employees of changes to strategies toward goals</b>	Number of informed changes to strategies toward meeting metric goals within two months of a change	Not implemented. Will review in 2026 – 2027.
<b>Solicit feedback from employees on progress toward goals at least quarterly</b>	Number of solicitation opportunities offered each quarter	Not implemented. Will review in 2026 – 2027.
<b>Share affirmative action plan for comment from employees at least annually</b>	Number of opportunities for employees to offer feedback	Implemented and ongoing.

### Goal 2: Increase recruitment and representation of diverse employees

**Strategy 2.1** Circulate job postings through community-based organizations and nonprofit networks. Implemented. No metric data.

**Strategy 2.2** Develop a leadership profile that reflects the State of Oregon workforce. Not started. Implementation scheduled for 2026.

**Strategy 2.3** Enhance efforts to retain diverse employees. In progress. Full implementation scheduled for 2026 – 2027.

Metric	Measurement	Status
<b>Review all job postings for racial bias and gender-bias language</b>	% of job postings found to contain racial and gender bias language	Implemented and ongoing.

<b>Create outreach plans to engage and educate communities throughout the state regarding employment opportunities</b>	% of applicants from geographically diverse areas	Cannot implement. Will review in 2026 – 2027.
<b>% of offers to women, people of color, veterans and people with disabilities</b>	Percentage of quarterly meetings executed through June 30, 2027	Not implemented. Will review in 2026 – 2027.
<b>Begin planning for mentorship program to support equitable employee retention and advancement</b>	Convene a working group to develop a mentorship program plan.	Not implemented. Will review in 2026 – 2027.
<b>Conduct exit interviews with an equity lens</b>	# of exit interviews conducted that include questions about agency culture of inclusion	Not implemented. Will review in 2026 – 2027.
<b>Implement recommendations and findings</b>	% of recommendations and findings implemented	Not implemented. Will review in 2026 – 2027.
<b>Assess current OEM leadership profile</b>	% of women, people of color, and people with a disability in middle level and upper-level management	Not implemented. Will review in 2026 – 2027.
<b>Assess where leadership profile is recruited from</b>	Perform middle level and upper-level management DEI profile (e.g. internal vs. external hires, former military, education, promotion from within)	Not implemented. Will review in 2026 – 2027.
<b>Establish diversity in leadership</b>	% of women, people of color and people with a disability in middle level and upper-level management	Ongoing, no progress.
<b>Recruit from more diverse communities</b>	% increase in number of unique applicants on recruitment list for middle and upper management postings	Not implemented. Will review in 2026 – 2027.

### Goal 3: Improve the culture of inclusion

**Strategy 3.1** Model and demonstrate inclusion. Not started. Implementation schedule unknown.

**Strategy 3.2** Measure the current culture of inclusion. In progress. Full implementation scheduled for 2026 – 2027.

Metric	Measurement	Status
<b>Respond efficiently and effectively when inclusion policies are violated</b>	% of diversity and inclusion policy complaints	Implemented.

<b>Mandated DEI training</b>	% of eligible employees completing DEI training	Not implemented. Will review in 2026 – 2027.
<b>Demonstrate inclusion at public events</b>	# of events that include ASL, language interpretation	Implemented. Metric data can be found at <a href="#">Oregon Department of Emergency Management : Key Performance Measures (KPMs) : State of Oregon</a>

OEM's Affirmative Action Plan's (AAP) goals include implementing diversity and inclusion metrics, increasing recruitment and representation of diverse employees, and improving the culture of inclusion at OEM.

All of OEM's open positions are posted in Workday, and our communications team posts them on social media platforms to help our efforts of reaching diverse populations to recruit from both internally and externally. The data below was pulled from Workday's Diversity Equity and Inclusion (DEI) Dashboard. The following are some updates as of September 2025:

- Between June 30, 2024 and September 2025, the number of OEM employees has increased from 109 employees to 123 employees; with this increase the number of employees in for each generation has also increased (baby boomers, generation x, generation z, and millennials)
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Additionally, OEM's position descriptions include standards that respect diverse cultures and we foster a diverse and discrimination/harassment-free workplace. Our hiring managers make efforts to ensure interview panels are diverse and include a member outside of the division, and the agency follows Equal Employment Opportunity and Affirmative Action guidelines when filling positions.

OEM is committed to continue to work on improving our recruitment efforts to reach more diverse candidate pools for all of OEM's open positions.

## Appendix B – Workforce Demographic Data

### Supervisors and Non-Supervisors (June 30, 2025)

Race/Ethnicity	Total	
	Percent	Number
White (United States of America)	81.5%	97
Hispanic or Latino (United States of America)	5.9%	7
I do not wish to answer. (United States of America)	5.9%	7
Two or More Races (United States of America)	2.5%	3
Asian (United States of America)	1.7%	2
American Indian or Alaska Native (United States of America)	0.8%	1
Black or African American (United States of America)	0.8%	1
Native Hawaiian or Other Pacific Islander (United States of America)	0.8%	1
Total	100.0%	119

#### White

Supervisor or Manager?	Total	
	Percent	Number
No	90.7%	88
Yes	9.3%	9
Total	100.0%	97

#### Hispanic or Latino

Supervisor or Manager?	Total	
	Percent	Number
No	85.7%	6
Yes	14.3%	1
Total	100.0%	7

## I do not wish to answer

Supervisor or Manager?	Total	
	Percent	Number
No	71.4%	5
Yes	28.6%	2
Total	100.0%	7

## Two or more races

Supervisor or Manager?	Total	
	Percent	Number
No	100.0%	3
Total	100.0%	3

## Asian

Supervisor or Manager?	Total	
	Percent	Number
No	100.0%	2
Total	100.0%	2

## American Indian or Alaska Native

Supervisor or Manager?	Total	
	Percent	Number
No	100.0%	1
Total	100.0%	1

## Black or African American

Supervisor or Manager?	Total	
	Percent	Number
No	100.0%	1
Total	100.0%	1

## Native Hawaiian or Other Pacific Islander

Supervisor or Manager?	Total	
	Percent	Number
Yes	100.0%	1
Total	100.0%	1

## Job Category (June 30, 2025 )

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Skilled Craft Workers		
	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	0.0%	0	
Asian (United States of America)	0.0%	0	0.0%	0	2.1%	2	0.0%	0	
Black or African American (United States of America)	9.1%	1	0.0%	0	0.0%	0	0.0%	0	
Hispanic or Latino (United States of America)	0.0%	0	7.7%	1	5.3%	5	100.0%	1	
I do not wish to answer. (United States of America)	0.0%	0	15.4%	2	5.3%	5	0.0%	0	
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	7.7%	1	0.0%	0	0.0%	0	
Two or More Races (United States of America)	0.0%	0	0.0%	0	3.2%	3	0.0%	0	
White (United States of America)	90.9%	10	69.2%	9	83.0%	78	0.0%	0	8
Total	100.0%	11	100.0%	13	100.0%	94	100.0%	1	10

Skilled Craft Workers		Total	
Percent	Number	Percent	Number
0.0%	0	0.8%	1
0.0%	0	1.7%	2
0.0%	0	0.8%	1
100.0%	1	5.9%	7
0.0%	0	5.9%	7
0.0%	0	0.8%	1
0.0%	0	2.5%	3
0.0%	0	81.5%	97
100.0%	1	100.0%	119

## Age (Generation) (June 30, 2025)

Generation	Total	
	Percent	Number
Baby Boomers (1947 - 1964)	14.3%	17
Generation X (1965 - 1980)	36.1%	43
Generation Z (1997 - Current)	5.9%	7
Millennials (1981 - 1996)	43.7%	52
Total	100.0%	119

## Baby Boomers

Race/Ethnicity	Total	
	Percent	Number
American Indian or Alaska Native (United States of America)	5.9%	1
Native Hawaiian or Other Pacific Islander (United States of America)	5.9%	1
Two or More Races (United States of America)	11.8%	2
White (United States of America)	76.5%	13
Total	100.0%	17

## Generation X

Race/Ethnicity	Total	
	Percent	Number
Asian (United States of America)	2.3%	1
Hispanic or Latino (United States of America)	4.7%	2
I do not wish to answer. (United States of America)	11.6%	5
Two or More Races (United States of America)	2.3%	1
White (United States of America)	79.1%	34
Total	100.0%	43

## Generation Z

Race/Ethnicity	Total	
	Percent	Number
I do not wish to answer. (United States of America)	14.3%	1
White (United States of America)	85.7%	6
Total	100.0%	7

## Millennials

Race/Ethnicity	Total	
	Percent	Number
Asian (United States of America)	1.9%	1
Black or African American (United States of America)	1.9%	1
Hispanic or Latino (United States of America)	9.6%	5
I do not wish to answer. (United States of America)	1.9%	1
White (United States of America)	84.6%	44
Total	100.0%	52

## Gender (June 30, 2025)

Gender (Binary Options)	Total	
	Percent	Number
Male	50.4%	60
Female	49.6%	59
Total	100.0%	119

## Male

Race/Ethnicity	Total	
	Percent	Number
Asian (United States of America)	1.7%	1
Hispanic or Latino (United States of America)	8.3%	5
I do not wish to answer. (United States of America)	8.3%	5
Two or More Races (United States of America)	5.0%	3
White (United States of America)	76.7%	46
Total	100.0%	60

## Female

Race/Ethnicity	Total	
	Percent	Number
American Indian or Alaska Native (United States of America)	1.7%	1
Asian (United States of America)	1.7%	1
Black or African American (United States of America)	1.7%	1
Hispanic or Latino (United States of America)	3.4%	2
I do not wish to answer. (United States of America)	3.4%	2
Native Hawaiian or Other Pacific Islander (United States of America)	1.7%	1
White (United States of America)	86.4%	51
Total	100.0%	59

## Disability (June 30, 2025)

Race/Ethnicity	Total	
	Percent	Number
I do not wish to answer. (United States of America)	16.7%	1
Two or More Races (United States of America)	16.7%	1
White (United States of America)	66.7%	4
Total	100.0%	6

Disability Reporting	Total	
	Percent	Number
No Reported Disability	95.0%	113
Reported Disability	5.0%	6
Total	100.0%	119

## Veterans (June 30, 2025)

Veteran Status	Total	
	Percent	Number
Not a Veteran	84.0%	100
Veteran	16.0%	19
Total	100.0%	119

Race/Ethnicity	Total	
	Percent	Number
Hispanic or Latino (United States of America)	5.3%	1
I do not wish to answer. (United States of America)	5.3%	1
Two or More Races (United States of America)	10.5%	2
White (United States of America)	78.9%	15
Total	100.0%	19

## Promotions (July 1, 2024 – June 30, 2025)

Race/Ethnicity	Count
White (United States of America)	14
Native Hawaiian or Other Pacific Islander (United States of America)	1
Total	15

## New Hires Job Category (July 1, 2024 – June 30, 2025)

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Skilled Craft Workers		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	1.9%	2	0.0%	0	1.5%	2
Asian (United States of America)	0.0%	0	0.0%	0	1.9%	2	0.0%	0	1.5%	2
Black or African American (United States of America)	7.1%	1	0.0%	0	0.0%	0	0.0%	0	0.7%	1
Hispanic or Latino (United States of America)	7.1%	1	6.3%	1	4.7%	5	100.0%	1	5.8%	8
I do not wish to answer. (United States of America)	0.0%	0	12.5%	2	4.7%	5	0.0%	0	5.1%	7
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	6.3%	1	0.0%	0	0.0%	0	0.7%	1
Two or More Races (United States of America)	0.0%	0	6.3%	1	2.8%	3	0.0%	0	2.9%	4
White (United States of America)	85.7%	12	68.8%	11	84.0%	89	0.0%	0	81.8%	112
Total	100.0%	14	100.0%	16	100.0%	106	100.0%	1	100.0%	137

## New Hires Age (Generation) (July 1, 2024 – June 30, 2025)

Generation	Total	
	Percent	Number
Millennials (1981 - 1996)	58.8%	10
Generation X (1965 - 1980)	17.6%	3
Generation Z (1997 - Current)	11.8%	2
(Blank)	11.8%	2
Total	100.0%	17

## Millennials

Race/Ethnicity	Total	
	Percent	Number
American Indian or Alaska Native (United States of America)	10.0%	1
Black or African American (United States of America)	10.0%	1
Hispanic or Latino (United States of America)	10.0%	1
I do not wish to answer. (United States of America)	10.0%	1
White (United States of America)	60.0%	6

## Generation X

Race/Ethnicity	Total	
	Percent	Number
White (United States of America)	100.0%	3
Total	100.0%	3

## Generation Z

Race/Ethnicity	Total	
	Percent	Number
Hispanic or Latino (United States of America)	50.0%	1
I do not wish to answer. (United States of America)	50.0%	1
Total	100.0%	2

## Blank

Race/Ethnicity	Total	
	Percent	Number
(Blank)	100.0%	2
Total	100.0%	2

## New Hires by Gender (July 1, 2024 – June 30, 2025)

Gender	Total	
	Percent	Number
Male	52.9%	9
Female	35.3%	6
(Blank)	11.8%	2
Total	100.0%	17

### Male

Race/Ethnicity	Total	
	Percent	Number
Hispanic or Latino (United States of America)	22.2%	2
I do not wish to answer. (United States of America)	22.2%	2
White (United States of America)	55.6%	5
Total	100.0%	9

### Female

Race/Ethnicity	Total	
	Percent	Number
American Indian or Alaska Native (United States of America)	16.7%	1
Black or African American (United States of America)	16.7%	1
White (United States of America)	66.7%	4
Total	100.0%	6

### I do not wish to answer

Race/Ethnicity	Total	
	Percent	Number
(Blank)	100.0%	2
Total	100.0%	2

## New Hires Disability (July 1, 2024 – June 30, 2025)

Disability Reporting	Total	
	Percent	Number
No Reported Disability	88.2%	15
(Blank)	11.8%	2
Total	100.0%	17

Race/Ethnicity	Total	
	Percent	Number
(Blank)	100.0%	2
Total	100.0%	2

## New Hires Veterans (July 1, 2024 – June 30, 2025)

Veteran Status	Total	
	Percent	Number
Not a Veteran	94.1%	16
Veteran	5.9%	1
Total	100.0%	17

Race/Ethnicity	Total	
	Percent	Number
White (United States of America)	100.0%	1
Total	100.0%	1



DEI Dashboard: Candidate Application Source  
by Race/Ethnicity

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Company: Oregon Department of Emergency Management  
Include Subordinate Organizations: Yes  
Job Applications From: 07/01/2024  
Job Applications To: 06/30/2025

Source	White (United States of America)		Asian (United States of America)		Hispanic or Latino (United States of America)		I do not wish to answer. (United States of America)		Two or More Races (United States of America)		Black or African American (United States of America)		American Indian or Alaska Native (United States of America)		(Blank)		Native Hawaiian or Other Pacific Islander (United States of America)		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
State of Oregon Websites -> Oregonjobs.org	186	57.2%	30	9.2%	31	9.5%	38	11.7%	15	4.6%	11	3.4%	13	4.0%	0	0.0%	1	0.3%	325	100.0%
Internal -> Current Worker	138	70.1%	8	4.1%	15	7.6%	6	3.0%	8	4.1%	7	3.6%	3	1.5%	9	4.6%	3	1.5%	197	100.0%
Job Sites -> Indeed	118	63.4%	12	6.5%	22	11.8%	10	5.4%	12	6.5%	8	4.3%	3	1.6%	0	0.0%	1	0.5%	186	100.0%
State of Oregon Websites -> State Agency Website	100	69.0%	19	13.1%	2	1.4%	6	4.1%	6	4.1%	3	2.1%	6	4.1%	1	0.7%	2	1.4%	145	100.0%
State of Oregon Websites -> Worksource Oregon	36	59.0%	9	14.8%	3	4.9%	3	4.9%	4	6.6%	5	8.2%	1	1.6%	0	0.0%	0	0.0%	61	100.0%
Other Sources -> Other	30	62.5%	2	4.2%	4	8.3%	5	10.4%	4	8.3%	2	4.2%	0	0.0%	1	2.1%	0	0.0%	48	100.0%
Social Media -> LinkedIn	23	56.1%	5	12.2%	3	7.3%	2	4.9%	4	9.8%	3	7.3%	1	2.4%	0	0.0%	0	0.0%	41	100.0%
Other Sources -> Friend/Relative/Word of Mouth	23	79.3%	2	6.9%	1	3.4%	2	6.9%	0	0.0%	0	0.0%	0	0.0%	1	3.4%	0	0.0%	29	100.0%
Employee Referral -> State of Oregon Employee Referral	16	57.1%	1	3.6%	3	10.7%	4	14.3%	3	10.7%	0	0.0%	1	3.6%	0	0.0%	0	0.0%	28	100.0%
Job Sites -> Career Builder	7	36.8%	4	21.1%	1	5.3%	1	5.3%	0	0.0%	5	26.3%	0	0.0%	0	0.0%	1	5.3%	19	100.0%
Employee Referral -> Connection in the company	13	72.2%	1	5.6%	1	5.6%	1	5.6%	1	5.6%	0	0.0%	0	0.0%	0	0.0%	1	5.6%	18	100.0%
Job Sites -> DiversityJobs.com	3	30.0%	1	10.0%	1	10.0%	1	10.0%	0	0.0%	3	30.0%	0	0.0%	0	0.0%	1	10.0%	10	100.0%
Other Sources -> Email Blast/Newsletter	7	77.8%	0	0.0%	0	0.0%	0	0.0%	2	22.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9	100.0%
Other Sources -> Career Fair	1	14.3%	0	0.0%	0	0.0%	1	14.3%	1	14.3%	2	28.6%	2	28.6%	0	0.0%	0	0.0%	7	100.0%
Other Sources -> College Job Board	1	20.0%	2	40.0%	0	0.0%	0	0.0%	0	0.0%	2	40.0%	0	0.0%	0	0.0%	0	0.0%	5	100.0%
Other Sources -> Professional Organization or Association	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	100.0%
(Blank)	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	3	100.0%
Job Sites -> LinkedIn corporate page	1	50.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	100.0%
Job Sites -> Partners in Diversity	0	0.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	2	100.0%
Social Media -> Facebook	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	100.0%
Job Sites -> Monster	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Other Sources -> Radio or Television	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Total	709	62.1%	98	8.6%	87	7.6%	81	7.1%	60	5.3%	52	4.6%	30	2.6%	15	1.3%	10	0.9%	1,142	100.0%

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