

Oregon Department of Emergency Management

Affirmative Action Plan

July 1, 2023 – June 30, 2025

Matthew Garrett, Director
3930 Fairview Industrial Drive NE
Salem, OR 97392

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Insert ODEM letterhead

June 1st, 2023

Delivered to address and email

The Governor's Office of Diversity and Inclusion/Affirmative Action
Public Service Building
255 Capitol Street, NE~ Suite 126
Salem, OR 97301
affinnative.action@oregon.gov

I am pleased to provide you with a copy of the Oregon Department of Emergency Management (ODEM) Affirmative Action Plan for the 2023-2025 biennium. The Agency will continue with our initiatives as an agency and as a service provider for state government.

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

Sincerely,

Matthew Garrett
Director
Oregon Department of Emergency Management

Insert ODEM Logo

Description of ODEM

About Us – Description of Agency

Mission and Objectives

The Oregon Department of Emergency Management coordinates and maintains a statewide emergency services system for emergency and disaster communications. OEM is made up of four Sections: Director's Office, Technology and Response, Operations and Preparedness, and Mitigation and Recovery Services. OEM supports 18 Emergency Support Functions (ESFs) and more than 50 county, city and tribal local emergency management offices around the state.

Mission Statement:

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:

Safe and resilient communities for all in Oregon

Values:

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

We embrace four core values:

- **Advocacy** – We value the perspectives of our team, our partners and those we serve, and support their efforts to advance our shared interests.
- **Collaboration** – We value sincere, communicative and supportive partnerships that encourage trust and make us better than we are on our own.
- **Innovation** – We value ideas that challenge current practices while we seek out and leverage new opportunities to improve our ability to serve.
- **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.

Agency Offices

Director's Office

Technology and Response, Operations and Preparedness

Mitigation and Recovery Services

Oversees state government's human resources; assists prospective employees through the state's hiring process; offers ODEM and client agencies a variety of Human Resource related services, operations and systems. The Chief Human Resource Office includes the following sections: Employee Relations; Policy Consultation and Research; Talent Acquisition; Workforce Solutions; Classification and Compensation; Labor Relations; Documentation and Records Management; Information Management; and Human Resource Information Systems.

Representatives and Contacts:

Director

Matthew Garrett

Deputy Director, MARS

Matthew Marheine

Deputy Director, IT/P&R

Stanford Thomas

Diversity and Inclusion and Agency Affirmative Action Representative

????????

Affirmative Action Plan

Affirmative Action Policy Statement

ODEM is committed to establishing and maintaining a diverse workforce, reflective of the population within the State of Oregon. This is a commitment to an active program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age, or disability.

ODEM will also ensure that we provide an environment for all applicants and employees that is free from sexual harassment and intimidation, creating a professional workplace environment regardless of an individual's race, color, religion, gender, sexual orientation, national origin, age, or disability.

ODEM's commitment toward affirmative action and diversity in the workplace is realized through a variety of programs and measures.

- **ODEM is an equal-opportunity employer that is committed to a pro-active role in the recruitment and selection process. ODEM will use diverse recruitment strategies to identify and attract candidates and establish interview panels that represent protected-class groups.**
- **ODEM is committed to providing broad and culturally enriched training, career growth and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities, and their value of diversity.**

ODEM will not discriminate, nor tolerate discrimination against any applicant or employee because of physical or mental disability in regard to any position for which the known applicant for employment is qualified.

ODEM will continue to maintain zero tolerance for any action that discriminates against an individual for employment, advancement and or training due to physical/mental disabilities, race, color, religion, gender, sexual orientation, national origin, age.

Additionally, all applicants and employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under this policy.

ODEM will not discriminate or tolerate discrimination, against any employee because they are a member of, apply to be a member of, perform, has performed, applied to perform or have an obligation to perform service in a uniformed service.

Diversity & Inclusion Statement

ODEM is committed to establishing, monitoring, and maintaining a work environment where all employees are valued, treated fairly, and given opportunities to develop and grow to their full potential and can best promote excellence by recruiting, retaining, and accommodating a diverse group of staff in an environment of respect supportive of their workplace success. This climate of diversity, inclusion and excellence is critical to successfully attaining our mission of safe and resilient communities which reflect the diversity of its members.

ODEM is an equal-opportunity employer that is committed to a pro-active role in the recruitment and selection process. ODEM will use diverse recruitment strategies to identify and attract candidates and establish interview panels that represent protected-class groups.

ODEM is committed to providing broad and culturally enriched training, career growth and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities and their value of diversity.

The Affirmative Action Policy and Diversity & Inclusion Statement will appear on the ODEM internal webpage which is available to all employees. It is the intent of the agency to publish the Affirmative Action Plan on both the internal and external ODEM websites. In addition to posting the Affirmative Action Policy and Diversity & Inclusion Statement online, the contact information and process to follow when employees believe they have experienced any type of discrimination will also listed on the internal webpage. All ODEM employees, with a higher emphasis of responsibility placed on management employees, are responsible for the implementation of the Affirmative Action Policy and Diversity & Inclusion in the workplace. Managers are expected to ensure that they are aware of the Affirmative Action Policy and Diversity & Inclusion statement and follow the policy and statement guidelines as it pertains to their work, especially during the hiring process.

Professional and Personal Development

The Oregon Department of Emergency Management (ODEM) recognizes that its staff is its greatest resource. Investing in staff development and enhancing staff knowledge, skills and abilities is one of the agency's highest priorities. The Oregon Department of Emergency Management will consider training requests, mentoring, on-the-job training, and external job rotations, to name a few examples of investing in the workforce. In addition to agency all-staff meetings, management training sessions are held to keep our workforce informed of business changes and improved practices.

It is through the Employee Development Policy (107-04-010) that the ODEM provides information required for training employees to be successful on the job. The ODEM goal is to provide employees with at least (20) twenty hours of training related to work skills and knowledge each fiscal year. ODEM provides a variety of resources and training opportunities for employees to perform the duties of their current position and to encourage their career development in state service, as far as is reasonably practicable. ODEM provides training both in and outside of New Employee Orientation (i.e. NEO) and on-the-job training (i.e. OJT) to employees to develop proficiency, enhance skills, and encourage development in areas of potential advancement. It is encouraged to allow job development and rotations for employees to gain skills and knowledge to meet agency or state expectations for career advancement. The goal of the policy is to provide the employee with the opportunity for a minimum of 20 hours of education and training annually, all to be related to work skills and knowledge, for one hundred percent of permanent employees. The policy supports training which is measured through the annual performance appraisal and training plans.

During the 2019-2021 biennium, ODEM required training for all employees entitled Maintaining a Professional Workplace. This training was to remind ODEM employees of the requirements, standards and responsibilities regarding maintaining a workplace free from harassment, discriminatory behaviors, and bullying. ODEM Chief Human Resource Office staff also provided specialized training for staff in the areas of equal employment opportunity and veteran's preference during the interviewing and selection process, workforce diversity, family medical leaves, and the American with Disabilities Act.

Managers are responsible for working with their employees and creating Employee Development Plans that include trainings specific to their position and career goals. All employees are provided access to Workday Learning, the state's online learning management system. Employees can explore a large variety of training topics and register for trainings through this system. Topics include Public Management Association, Statewide Diversity Conference, DOJ Continuing Legal Education, and Management Development Series training. These learning opportunities include diversity topics such as Social Networking Legal and Policy Workshops; FMLA/OFLA Law Changes; Preparing for Diversity in Human Resource Leadership in the 21st Century; Generational Issues in the Workplace, and Welcoming Home Veterans.

Depending upon available resources, ODEM funds tuition and/or registration fees for conferences, workshops, and other special training events that address issues specifically related to workforce diversity. Such training offers the opportunity to establish professional relationships to enhance recruitment efforts and development of the department's employees.

ODEM provides new employee orientation for all new employees which includes an overall introduction to State Government and focus areas on: ODEM Vision & Mission, Ethics and Accountability, Payroll & Benefits – Questions and Answers, Policies, Job Rotations, and Cultural Competency.

ODEM continues to provide assistance to identify career paths and encourage employees to seek career developmental and job rotation opportunities. We have a number of individuals that have been on rotations for career enrichment, receiving work out of class for developmental rotations, and lead workers who are gaining insight into management practices for the 2019-2021 biennium. With the launch of Workday, we will be able to can now more adequately capture and track these individuals. By tracking the employees who are receiving work out of class, the agency can monitor individuals who are gaining experience for advancement within the organization.

Programs

Community Engagement:

Recruitment/Selection:

Types of recruitments: In order 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. In order 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.

Diversity Awareness:

New Employee Orientation:

Leadership Development/Training Programs:

Over the next five to ten years, Oregon state government will be facing many new challenges and opportunities heightening the need to preserve institutional memory and experiential knowledge. While we have employees with the necessary leadership potential, we need to provide them the opportunities and means to develop skills so they are ready to successfully step into those important leadership roles. One tool of that development is through a mentorship program.

ODEM will utilize the following training programs to meet this need:

Emerging Managers: This program is for team leads or employees interested in exploring management as a next career step. The purpose of the program is to explore a person's readiness for a management position and begin strengthening knowledge and skills needed to become an effective manager. This will be an instructor-led program with 2-days of in class time with a break (approximately 2 weeks) in between the 2 sessions. During the break the participants will have informational interviews with experienced managers within their agency to help them develop their management roadmap.

Foundational Training Program: This program is for new managers and an excellent refresher for experienced managers. This program covers critical foundational skills for managers that can be applied immediately in the workplace. This will be an instructor-led program with 8-days of in class time spread over eight weeks (1 session per week). During the break between each session the participants are required to work on homework that applies the skills they learned previously.

New to Public Management: This program is for experienced managers who are new to Oregon state government. This course provides seasoned managers the information and tools they need to transition their

prior experience to the state government environment. This will be an instructor-led program and is 1-day.

Boards, Commissions and Small Entities: ORS 184.370 requires ODEM to provide training for all new board/commission members and executive directors of a small entity. To meet this requirement ODEM developed an online class covering Overview of Oregon State Government; Overview of Boards, Commissions, and Small Entities; General Activities of Boards, Commissions, and Small Entities; Operations and Management of Boards, Commissions, and Small Entities; Introduction to Diversity and Inclusion; Oregon State Government Ethics; Preventing Sexual Harassment; and Maintaining a Professional Workplace.

Leadership Oregon: The Leadership Oregon program has been developing enterprise leadership skills statewide for 30 years. Since it was established in 1989 over 800 managers have participated. Leadership Oregon delivers inspirational and practical curriculum that expands depth and breadth of capability, enables others to achieve high performance and full potential, and guides overall strategic thinking and operational direction of the statewide enterprise. The curriculum is based on the state's enterprise values of excellence equity, accountability, and integrity.

Selected Development Program Statistics

Insert breakdown of participation of ODEM Supervisory Managers in selected training programs

Status of Contracts to Minority Business

Insert ODEM statistics

**Roles for Implementation
of
Affirmative Action Plan**

Responsibilities and Accountability

Executive Leadership Team

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 AA/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 on 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 ODEM's policies 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.

Management Team

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 Officer 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.

Affirmative Action Officer/Diversity and Inclusion Representative:

The Affirmative Action Officer (AAO) reports to the Director. The role of the AAO is outlined below:

1. Represent the agency at the Governor's Diversity and Inclusion meetings, community outreach programs, new employee orientation, diversity organization meetings.
2. Assist Recruiter in identifying challenges with regard to affirmative action and assists in developing strategies to eliminate the issues identified.
3. Monitor EEO/AA employment data quarterly to identify trends and problem areas. Provide data reports to Executive Team.
4. Review and discuss affirmative action plan and affirmative action goals for the Agency and for the individual divisions. 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 semi-annual information to Leadership Team regarding progress on affirmative action goals.
8. Member of the ODEM Diversity Council.
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.

All Employees:

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

Since the Equal Employment Opportunity Commission (EEOC) revised the race/ethnicity categories for mandatory reporting (EEO-4), the state revised its reporting to align with these changes prior to the June 30, 2017 report. The revisions include two new categories "Native Hawaiian or Pacific Islander" and "Two or More Races". Previously, employees could select more than one race/ethnicity. However, going forward employees who identify with more than one race/ethnicity must be reported as "two or more" consistent with the EEOC changes. ODEM provided all state employees in August 2016 with the opportunity to complete the voluntary self-identification information.

Affirmative Action 2023-2025 Goals, Objectives and Measurable Outcomes

Historic Data

The Oregon Department of Emergency Management achieved independence as an agency on July 1st 2022 which greatly limits the ability to track and report affirmative action historic data.

Goals and Strategies Overview

Goal 1: Implement Diversity and inclusion metrics		
Number	Strategy	Executed
1.1	Engage and partner with executive leadership to monitor and act on diversity and inclusion metrics.	P
1.2	Engage with employees regarding diversity and inclusion metrics.	P
Goal 2: Increase recruitment and representation of diverse employees		
2.1	Increase diversity of workforce from attraction to employment.	P
2.2	Develop a leadership profile that reflects the State of Oregon workforce.	N
2.3	Enhance efforts to retain diverse employees.	N
Goal 3: Improve the culture of inclusion.		
3.1	Model and demonstrate inclusion	P
3.2	Measure the current culture of inclusion.	N

Key: P = Partial Completion C = Completed N = Not Completed

Goals and Strategies

The Oregon Department of Emergency Management (ODEM) 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.

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 baseline metrics	Number of baseline metrics by 06/30/2021	Chief Human Resources Office (CHRO); Executive Leadership
Establish goals based on baseline metrics	Percentage of baseline metrics with an associated goal by 6/30/2021	CHRO; Executive Leadership

Meet quarterly to measure progress toward goals	Percentage of quarterly meetings executed from 07/01/2021 to 06/30/2022*	Executive Leadership
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**All measurement-associated dates are to ensure that the measurement is conducted by the due date of the next Affirmative Action Plan. However, we will be monitoring these measures during the 07/01/2020 to 12/31/2020 and 01/01/2021 to 06/30/2021 time periods as well.*

STRATEGY 2: Engage with employees regarding diversity and inclusion metrics.		
Action	How is it measured	Who is responsible
Inform employees of baseline metrics and goals	Whether or not employees were informed of baseline metrics and goals by 07/31/2021	CHRO
Inform employees of changes to strategies toward goals	Were employees informed of changes to strategies toward meeting metric goals within two months of a change in strategies	CHRO
Solicit feedback from employees on progress toward goals	Whether or not employees feedback on progress toward goals was solicited	Diversity Council
Share Affirmative Action Plan for comment from employees	Whether or not the Affirmative Action Plan was shared for comment before the first draft was submitted	CHRO

Strategy 1: Centralize all statewide recruitment at the Oregon Department of Emergency Management Chief Human Resource Office.		
Action	How is it measured	Who is responsible
Review all job postings for racial bias and gender-bias language.	% of women and people of color who apply for jobs as opposed to the baseline established	CHRO Talent Acquisition and Senior HR Research Analyst
Create outreach plans that include going into communities around the state.	% of women and people of color who apply for jobs as opposed to the baseline established. Survey candidates about how they heard of the position.	CHRO Talent Acquisition Team and Senior HR Research Analyst

Create a recruitment process that promotes fairness, equity, and eliminates unconscious bias.	The % of women, people of color, veterans, and people with disabilities who are hired and who make it further in the process than they are currently.	CHRO Talent Acquisition Team and Senior HR Research Analyst

Goal 2: Increase recruitment and representation of diverse employees.

STRATEGY 2: Increase diversity of recruitment pipeline from attraction to employment.		
Action	How is it measured	Who is responsible
Assess recruitment processes for how diverse individuals move through the pipeline	% of women, people of color, and people with a disability at each stage of recruitment (i.e. apply, interview, hire)	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Simplify the recruitment process to remove barriers	Whether or not findings were acted upon from user acceptance testing of recruitment process (e.g. candidate experience survey)	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Develop collaboration with more diverse communities	% increase in number of external parties (i.e. not NEOGOV) on recruitment list from 07/01/19 to 6/30/2020; % increase in number of colleges and technical schools visited (not including career fairs) from 07/01/19 to 6/30/2020	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Develop interview panels	Whether or not a plan was created for how to develop interview panels	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst

STRATEGY 3: Enhance efforts to retain diverse employees.		
Action	How is it measured	Who is responsible
Implement succession planning materials with managers	# of ODEM employees attending Mid-level Manager training from 07/01/2019 to 06/30/2020	CHRO – Statewide Workforce Development Consultant and Senior HR Research Analyst
Assess current turnover of diverse employees	% of women, people of color, and people with a disability leaving ODEM annually	Senior HR Research Analyst; Diversity Council
Brainstorm ways to retain diverse employees	Whether or not methods for retaining diverse employees was presented to the executive team	CHRO; Diversity Council; Executive Leadership
Implement recommendations	% of recommendations implemented by 06/30/2020	CHRO; Diversity Council

STRATEGY 4: Develop a leadership profile that reflects the State of Oregon workforce.		
Action	How is it measured	Who is responsible
Assess current ODEM leadership profile	% of women, people of color, and people with a disability in middle level and upper level management	Senior HR Research Analyst
Assess where leadership profile is recruited from	% of middle level and upper level management that are internal vs. external hires; current state classifications from which middle and upper management promote	Recruitment Policy Consultant and Senior HR Research Analyst
Establish goals for leadership pipeline	Whether or not specific goals were established for the % 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 external parties on recruitment list for middle and upper management postings from 07/01/21 to 6/30/2022	CHRO – Recruitment Policy Consultant and Senior HR Research Analyst
Assess diversity of participants in manager trainings	% of women, people of color, and people with disabilities of	CHRO – Statewide Workforce Development

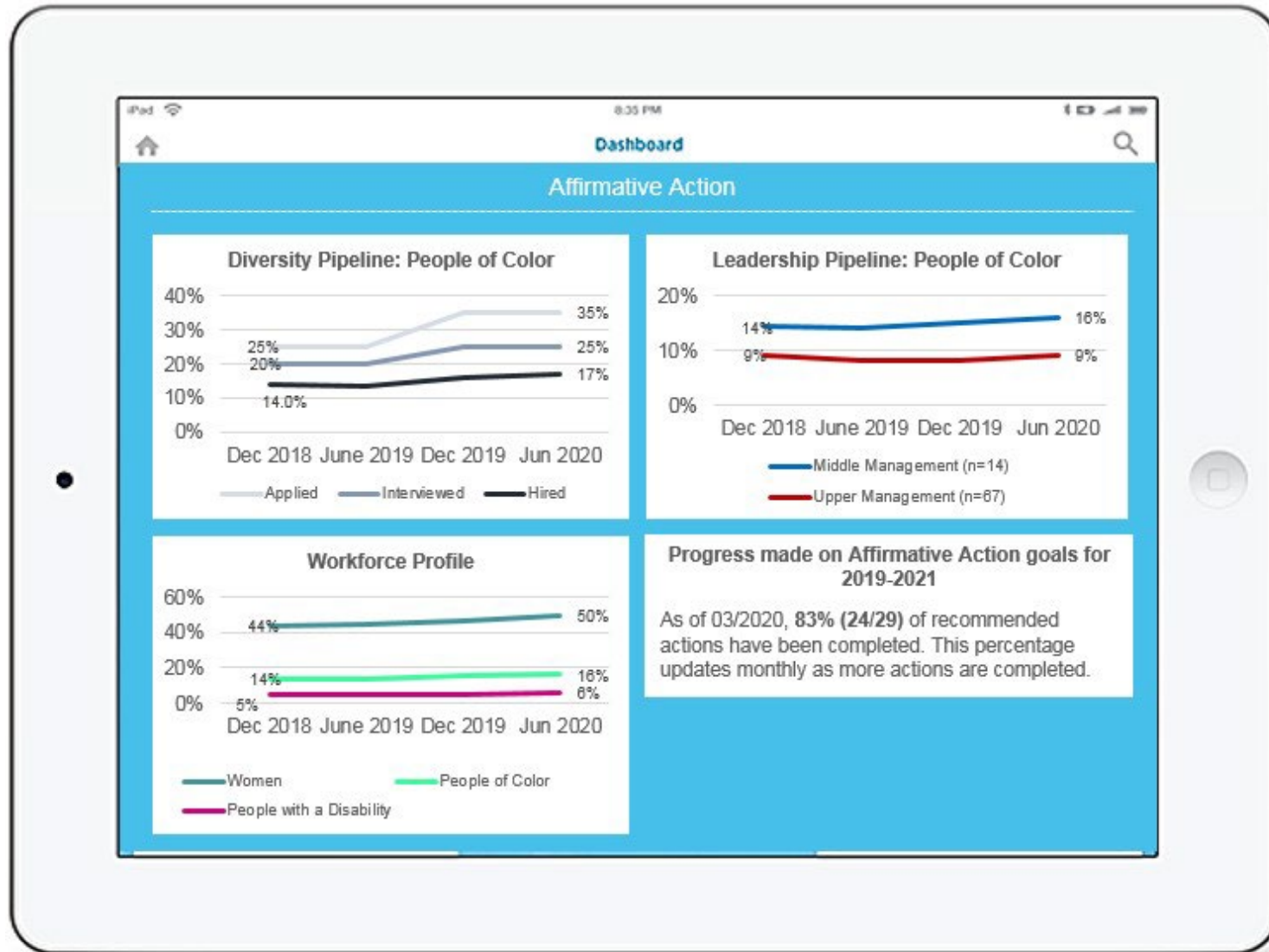
	ODEM employees attending management trainings	Consultant and Senior HR Research Analyst
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Goal 3: Improve the culture of inclusion.

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 resolved from 07/01/2021 to 06/30/2022	CHRO
Maintain employee training on diversity and inclusion policies	% of eligible employees completing diversity and inclusion training from 07/01/2021 to 06/30/2022	CHRO – Statewide Workforce Development Consultant and Senior HR Research Analyst
Hold inclusion and diversity events	# of inclusion and diversity events held from 07/01/2021 to 06/30/2022 (e.g. Lunch & Learns, multicultural events, presentation in new employee orientation)	Diversity Council

STRATEGY 2: Measure the current culture of inclusion.		
Action	How is it measured	Who is responsible
Establish Culture of Inclusion Interdepartmental Committee	Whether or not a Culture of Inclusion Interdepartmental Committee was established	CHRO; Executive Leadership; Diversity Council
Develop a measure of the current culture of inclusion	Whether or not a measure was developed	Culture of Inclusion Interdepartmental Committee
Deploy the measure of inclusion to ODEM employees	% of ODEM employees completing the measure	Culture of Inclusion Interdepartmental Committee
Report on the measure of inclusion	Whether or not results were shared with the executive team	Culture of Inclusion Interdepartmental Committee; Executive Team
Integrate findings into next Affirmative Action Plan	Whether or not findings were integrated into the next Affirmative Action Plan	Culture of Inclusion Interdepartmental Committee; 2021-2023 Affirmative Action Plan Team
Plan timeline for next measurement	Whether or not a timeline is in place for the next measurement of inclusion	Culture of Inclusion Interdepartmental Committee; Executive Team

Appendix A: Affirmative Action Dashboard



2019-21 BUDGET

NARRATIVE

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